

Strategy Implementation and Success Factors of Koi Fish Marketing through Online Media at the Fara Koi Magetan Business Unit

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ABSTRACT

This study aims to identify and analyze the marketing strategy of koi fish in ulate a marketing strategy using the koi fish marketing mix. Fara Koi Business Unit Farm and form The method used in this research is the descriptive method. The location of the research was done at Fara Koi Business Unit Farm, Sumberdodol Village, District of Panekan, Magetan Regency. The results showed that Fara Koi Business Unit Farm has implemented a marketing mix strategy well, each variable can be explained in detail. In products, the business unit has implemented product quality dimensions well, such as guaranteed fish quality, varied types, and sizes of koi fish, and product guarantees, as well as service or service. The price set by the business unit is lower than that of koi fish of the same quality on the market. The business unit's current target consumers are resellers, hobbies, and plasma farmers. Each target has a different price of each. There are two distribution channels carried out by the business unit, namely direct and indirect. The location of the business unit is not strategic. Promotions that have been carried out by the business unit have three aspects, namely advertising, sales promotion, and personal selling. Meanwhile, for each strategy made in between, namely, the addition of production capacity to meet consumer needs. Discounts for repeat customers. Promotion optimization by creating a special promotion division in the business unit organization

INTRODUCTION

Marketing is one of the main activities carried out by entrepreneurs in maintaining the continuity of their business to live, develop and earn profits. The success or failure of a business unit is largely determined by the success or failure of the implementation of strategic management and professional marketing management (Pasigai, 2009). If product marketing is carried out properly, the business unit will be able to increase sales and seize market share, it can also be ensured that the business unit will get maximum profits. Conversely, if product marketing is carried out inappropriately, it will happen a decrease in sales and will have an impact on the decrease in income received by the entrepreneur. Therefore, to face competition, especially in providing the best service and appear convincing and satisfying consumers, an appropriate marketing strategy is needed.

The marketing strategy is a form of a directed plan in the field of marketing in order to obtain optimal results. Today, in order to obtain optimal results, marketing strategies have a broad scope in the field of marketing, including strategies for dealing with competition, pricing strategies, product strategies, promotion strategies, distribution strategies, and so on, which need to be worked on specifically. Only with success in implementing the marketing strategy, business units can face and overcome competitive conditions which are increasingly competitive in the market, as well as being able to achieve the business unit's planned goals (Pasigai, 2009). The marketing mix is one of the elements of marketing tactics whose activities are related to product, price, promotion and distribution (Rangkuti, 2016).

According to (Oktaviandi, 2020) conducted research on analyzing fish marketing strategies for the Sugoi's farmer group, the results showed that the Sugoi's farmer group had problems marketing products with a target market that was not broad and product positioning that was not right for local communities. The reason is because the farmer groups are not very compact in marketing the products they produce and lack of knowledge about social media so that the marketing they do is not very extensive. According to (Saleh, 2019) conducted research on the marketing mix strategy for nutmeg syrup products at the Segers business unit, the results showed that the products produced met quality standards, product prices were determined by market information. For production locations and stores, sales with direct and indirect distribution channels are very strategic. The promotions used by the business unit are personal selling and advertising using social media and brochures. Then the Segers business unit is expected to be able to innovate on packaging and provide education on the benefits of nutmeg drinks for more attractive promotions.

Based on initial observations at the Fara Koi Business Unit, koi fish sales fluctuate from year to year. According to Mr. Budi as the head of the business unit, fluctuations in koi fish sales usually occur due to changing consumer demand for the type of koi fish. The change in demand was based on the reference to the Indonesian koi fish market, especially Java Island, on the popularity of koi fish cultivated in the Blitar Regency area. The cultivators there are always popularizing new types of koi fish which make market demand

fluctuate. In addition, the business unit's production capacity is sometimes unable to meet market demand. The average monthly sales of koi fish at the Fara Koi Business Unit range from 250–450.

On digital platforms, we can find the Fara Koi Business Unit on social media such as Facebook and also in one of the e-commerce platforms, namely Tokopedia. However, judging from their Facebook and Tokopedia accounts, the Fara Koi Business Unit is not optimal in carrying out digital promotions. The lack of activity in creating content and advertisements on the two platforms makes this business unit only known by breeders and Koi fish hobbyist only. With the vision of becoming number one in Indonesia, the Fara Koi Business Unit is still not well known by the general public in their own city. From the data obtained in the initial observations, the problems that arose in the Fara Koi Business Unit were one result of the lack of a marketing strategy implemented by the business unit. Departing from the description above, it becomes the basis for the author's consideration know how to implement the marketing strategy carried out by Fara Koi Business Unit in winning this tough market competition. The purpose of this research is to find out, analyze, and formulate the most appropriate and effective koi fish marketing strategy to be implemented by the business unit. In addition, there are also benefits from this research which are useful from two aspects, theoretically useful for enriching insights as well as reference material, practically having benefits as material for consideration in determining marketing strategies as well as reference material in determining policy.

METHODOLOGY

The research method used is descriptive method using survey techniques. The object of this research is a business unit engaged in koi ornamental fish cultivation located in Sumberdodol Village, Panekan District, Magetan Regency, namely the Fara Koi Business Unit. Data that used in this study consisted of primary data and secondary data that are qualitative and quantitative. The sampling technique used in this research is judgment sampling. The selected respondents are business unit leaders, marketing department, and production division.

Respondents were selected with the consideration that respondents are people who are very familiar with field conditions, both the internal and external environment as well as determining factors in business unit decision making. Data analysis in this study used a descriptive method, in which the researcher described the facts and characteristics of the research object in a systematic, factual and accurate manner. Data obtained from observation, interview, and documentation on the business unit. In selecting data, summarizing is done, choosing the main things, and focusing on the things that are important. Then sharpening, classifying, directing, removing unnecessary, and organizing the data in such a way that the final conclusion can be drawn as an appropriate and effective marketing strategy for the business unit. This marketing strategy research is based on the four P's marketing mix.

After these factors have been identified, a data summary will be carried out in such a way that a final conclusion can be drawn as an appropriate and effective

marketing strategy for Fara Koi Business Unit. According to (Pasaribu, 2012) states that marketing strategy is the selection and analysis of target markets by business units for a group and creating a suitable marketing mix that can satisfy the target market. In other words, marketing strategy is a pattern of decisions within a business unit that determines the goals, purposes, and goals that produce plans for achieving goals and detailing the range of business achieved by the business unit. According to (Kotler and Keller, 2009) suggests that the marketing mix is a set of marketing tools to continuously achieve marketing objectives in the target market. The marketing mix is also a set of controllable marketing variables used by the business unit to generate the response it wants from its target market.

The marketing mix consists of the "four P's" namely product, price, place, promotion. According to (Kotler and Armstrong, 2011) a product is something that can be offered to a market in order to get attention for purchase, use, or consumption so as to fulfill wants and needs. The product is a fundamental and important element of the marketing mix, it is said to be important because it is with the product that the business unit can set a fair price appropriate, channeling the product through distribution channels and communicating the product with an appropriate communication mix. Furthermore (Kotler and Armstrong, 2011) states that price is the amount of money charged for a product or service or the amount of value exchanged by consumers for the benefits of having or using the product or service. Price is one element of the marketing mix that generates revenue, while the other elements generate costs.

The factors considered in pricing according to (Sunyoto, 2013) are business unit costs (Cost), profits, competitive practices, and changes in market desires. According to (Tjiptono, 2012) put forward the place is the location of the business unit operating or the location of the business unit carrying out activities to produce goods and services that are concerned with aspects the economy.

The decision regarding the location of the service to be used involves considering how the product will be delivered to the customer and where it will take place. One of the factors that should not be ignored by business units to facilitate the flow of goods or services from producers to consumers is marketing or distribution channels. According to (Rahim and Hastuti, 2007) suggests that distribution channels according to their form are divided into two, the first is direct distribution channels such as sales at production sites, shops, and door to door, the second is indirect distribution channels such as sales using intermediaries or agents to distribute goods. to consumers.

Promotion is a marketing activity that seeks to disseminate information, influence/persuade and/or remind the target market of the business unit and its products to be willing to accept, buy and be loyal to the products offered by the business unit concerned. According to (Sunyoto, 2013) giving an explanation to communicate the product requires a strategic arrangement which is often called the promotion mix. This promotion mix is a combination of face-to-face selling, advertising, sales promotion, publicity, and public relations that helps achieve the objectives.

RESULTS AND DISCUSSION

As is well known, consumers in the market demand high quality ornamental koi fish products. Fara Koi Business Unit as a koi fish farming business unit that focuses on becoming the leading koi producer in terms of quality and price. This business unit is not alone in taking advantage of opportunities to meet the needs of quality koi fish, many other business units in the same market segment have also participated in seizing this opportunity. Therefore the Fara Koi Business Unit requires the implementation of an effective and appropriate marketing strategy in order to dominate the market and remain as the leading koi producer.

Based on the results of the research, it was found that the Fara Koi Business Unit has implemented several marketing mix concepts in accordance with the theory previously stated. The business unit has the potential to support both in terms of product, price, place and promotion. Each mix has its own objectives in marketing to achieve predetermined targets, the marketing mix is a follow-up step that has entered the market area. As for the marketing mix strategy carried out by the Fara Koi Business Unit as described above, it can be identified as follows.

Product Strategy

The product strategy in this case is to determine how and provide the right product for the target market, so that it can satisfy its customers and at the same time increase the business unit's profits in the long term through increased sales and market expansion.

The product aspects here are based on the dimensions of product quality according to Kotler (2009) and are modified according to business unit conditions, which include product type, product quality, total production capacity, size, characteristics, brand, warranty and service.

The Fara Koi Business Unit as a business unit that produces koi fish implements a good marketing mix strategy on the product aspect. The product produced by this business unit is koi fish *the Showa, Shiro, and Kohaku* types. The three types of koi fish produced are koi fish which are easy to sell and are consumers' favorite choices for koi ponds. Especially for this type of koi fish, this is the first variety of koi fish that was developed with two colors. The Fara Koi Business Unit only focuses on selling koi fish measuring 20cm-25cm. The koi fish produced will be graded. There are 2 grades used by the business unit, namely grade A and grade B. The grading can be seen from the pattern, color and size, categorized in grade A. At this stage the Fara Koi Business Unit has implemented a concept that is in accordance with Kotler's opinion regarding quality product, namely design, which is the totality of features that connect the appearance, taste, and function of the product based on customer needs. In addition, the concept of shape or form put forward by Kotler is clearly visible in the size, shape and physical structure of the product so that it can be distinguished.

Opinion (Kotler and Keller, 2009) also explains the ease of improvement aspect is one of the important values in developing a marketing mix strategy. Here the Fara Koi Business Unit provides a warranty for 1 week after the product

is received by the customer. If there is death or product defects during the warranty period, the business unit will maintain or replace the product with a new product. The business unit also provides additional services, such as providing free consultations regarding koi fish care and so on. In addition, the packaging and shipping processes for the East Jawa area and surrounding Magetan areas are carried out directly by the business unit so that the quality of the products that arrive is guaranteed.

The production capacity of the Fara Koi Business Unit has not been able to meet current market needs. In one production run, the Fara Koi Business Unit can produce as many as 3,500 koi fish with grade A quality details an average of 1,300 and the rest are confirmed to be in grade B. As in research (Abdillah, 2021) states that in terms of demand for koi fish in the Fara Koi Business Unit by consumers is quite high, while from the supply side the business unit has not been able to meet consumer demand. The products produced by the business unit have no characteristics distinctive and special brands that can differentiate from other products, the business unit can only guarantee product quality and provide the best possible service. Even though there are more and more koi fish producers, the Fara Koi Business Unit is one of the koi fish business units that has participated in building SNI for koi fish in Indonesia. This makes the business unit has advantages in terms of guaranteed product quality.

Pricing Strategy

Product pricing is determined by the Fara Koi Business Unit itself with reference to BEP prices and also the market. The business unit will see the average price of koi according to the type and grade. After obtaining the average price of koi fish on the market, the business unit then compares it to the BEP price. In research (Saepurrohman, 2021) that the price of fish and the amount of production of each product affects the break-even point itself.

Table 1. Unit BEP, Prices and Sales at Fara Koi Business Unit

No.	BEP on Unit (Head)	BEP on Prices (Rp.)	BEP on Sales (Rp.)
1	1.587,60	10.871,34	799.035.714,2

Source: Primary Data, 2023

Based on the results of the study, the price of koi fish offered by the Fara Koi Business Unit is correct. The price offered by the business unit is lower than the koi fish of the same quality on the market today. The average price of grade A koi fish on the market for sizes 20cm-25cm is IDR 100,000-IDR 250,000. The business unit does not apply a discount system, because the price offered is very affordable when compared to the same quality koi fish on the market. According to Usman (2019) that price discounts have a significant effect on the level of sales, price discounts are a strategy for maintaining consumer loyalty to increase sales.

Table 2. Koi Fish Prices in the Fara Koi Business Unit

Size	Price Grade A / Head		Price Grade B / Tail		Price of Plasma Farmers / Head
	Reseller	Hobbies	Reseller	Hobbies	
7cm – 10cm	-	-	-	-	Rp.10.000
10cm – 15cm	Rp.25.000	>Rp.50.000	Rp.15.000	>Rp.35.000	-
20cm – 25cm	Rp.35.000	>Rp.80.000	Rp.30.000	>Rp.50.000	-
30cm – up	Rp.80.000	>Rp.200.000	Rp.80.000	>Rp.100.000	-

Source: Primary Data, 2023

From the results of the study, the Fara Koi Business Unit in setting prices adjusts to who the buyers are. The implementation of the difference in selling prices by the Fara Koi Business Unit refers to consumers who will buy the koi fish.

For plasma farmers, the size offered by the business unit is 7cm-10cm at a fairly cheap price. The reason for this low price is that the plasma farmers are part of the collaboration of growing koi fish, which the business unit will later buy back the koi fish and to maintain the availability of the business unit's koi fish stock. For resellers, the focus is on koi fish measuring 20cm-25cm at a lower price than the price for hobbyists, the reason being that the number of fish purchases made by resellers is around 100-250 fish. In addition, in order to provide an appropriate margin for reseller profits.

Whereas for hobbyists, the price of koi fish can be more expensive than the prices listed in the table, the reason is that it depends on the quality grade, both from the pattern and portion of the fish's body, and the average number of fish purchased tends to be small.

Place Strategy

The production location of the Fara Koi Business Unit is located in the one of Smart Fisheries Village, namely Sumberdodol Village, Panekan District, Magetan Regency. The location was chosen because of adequate natural resources to produce koi fish and close to the workforce so that the business unit's operational activities are easy held. The business unit has designed the location of the business unit's facilities and offices in such a way as to facilitate production activities.

For example, hatchery ponds with equipment and feed warehouses, also rearing ponds have the same facilities as hatchery ponds to make it easier to carry out operational activities. The Fara Koi Business Unit has also built an access road from the business unit's office to the main road in order to facilitate the mobility of the business unit's activities, be it for logistics, supply, transportation, to product distribution. The distance of the business unit's location from every important place such as the main provincial road is 7 km, the market without a

building in the Panekan District is around 3 km, the Cisaat market is 8.8 km away. Most of the road conditions have been asphalt, of which only 37% are in good and moderate condition, the remaining 63% are in damaged and heavily damaged conditions.

If you look at the concept of site selection, it is revealed (Tjiptono and Chandra, 2012) that the aspects of determining a place are generally considered by consumers when visiting a producer's place, such as ease of access and cost efficiency. So it can be said that the Fara Koi Business Unit is not in a strategic location, but when viewed from long-term investment related to adequate natural resources, the business unit's current location is a strategic place in producing koi fish.

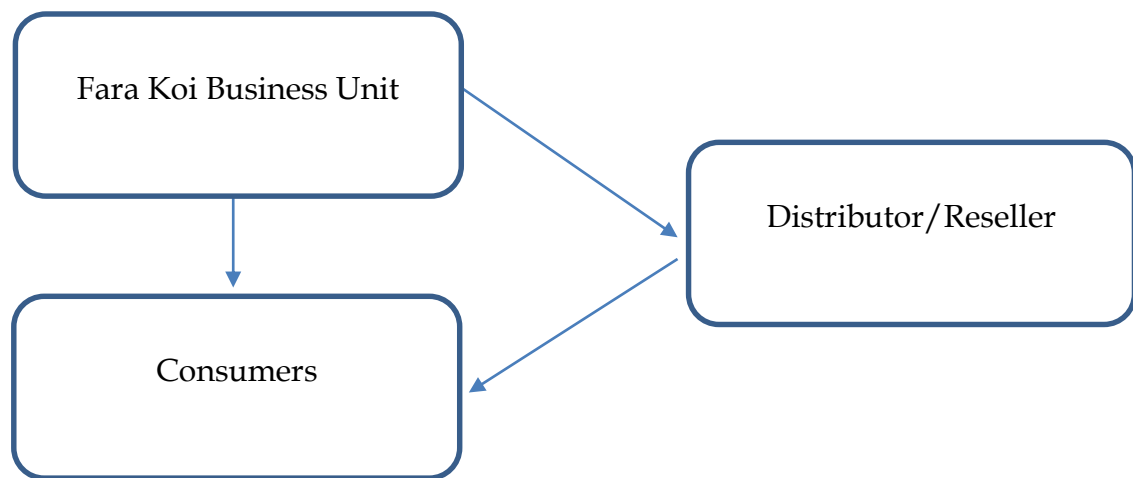


Figure 1. Koi Fish Distribution Channel in the Fara Koi Business Unit

The Fara Koi Business Unit conducts distribution channels for koi fish products directly and indirectly. Direct distribution channels, namely business units selling koi fish to end consumers either at the production site (consumers come to the production site) or through social media such as Whatsapp chat for orders and sent directly to the end consumer's location. While indirect sales, namely business units selling koi fish through distributors or resellers then reach the end consumers. It can be seen from the results above that the business unit has carried out the channel concept distribution in accordance with the opinion (Rahim and Hastuti, 2007) which suggests that distribution channels according to their shape are divided into two, the first is direct distribution channels such as sales at production sites, shops, and door to door, the second is indirect distribution channels such as sales using intermediary or agent services to distribute goods to consumers.

Promotion Strategy

Promotional activities that have been carried out by the Fara Koi Business Unit to achieve its target objectives are advertising, personal selling and sales promotion. The advertising activities carried out by the Fara Koi Business Unit in attracting consumer interest are using several advertising channels types of media including online media such as , Instagram, Facebook, WhatsApp, also available on one of the marketplaces, namely Shopee.

Table 3. Fara Koi Business Unit Online Media

Online Media	Account Name/Address	Last Year Active
Instagram	@farakoi_sumberdodol	2023
Facebook	Fara Koi	2023
Shopee	Fara Koi Magetan	2023

Source: Primary Data, 2023

When viewed from the content created as a business unit promotional media in online media, the Fara Koi Business Unit is very rarely active or creates content to market its products in online media. In addition, several times the business unit is often covered by the news media as one of the best koi fish producers in Indonesia. The Fara Koi Business Unit is not able to properly maximize advertising media. One of the reasons why business units do not maximize advertising is that business units feel that the market demand for their products is current. This is quite high and the business unit has not been able to meet this demand so that promotion is not very important for the business unit. From the observation results, it can be concluded that the reason for the two business units not maximizing advertising activities is because the business unit does not have a special marketing division within its business unit organization.

In personal selling activities, the Fara Koi Business Unit interacts directly with consumers so that consumers can immediately find out the information they want about the products offered by the business unit. In addition, the business unit cooperates with resellers so that personal selling can be reached more widely. Another advantage obtained by the Fara Koi Business Unit in carrying out this activity is the occurrence of relationships, from sales to friendship. Activity of sales promotion carried out by the Fara Koi Business Unit in increasing sales is by participating in ornamental fish exhibitions or bazaars and also participating in koi fish contests which are held almost every year. Promotion organically is often carried out when participating in koi fish exhibitions or contests, with koi fish exhibitions and contests it can attract new consumers and expand market share.

High income always occurs in the middle of the year, where koi fish contests and exhibitions are held in these months either before or after. In addition, the advantage of participating in contests is being able to make the business unit name famous. The more famous a koi fish producer is, the quality produced is no longer in doubt, thus making it attractive to consumers. Based on the research results, it can be concluded that the Fara Koi Business Unit has implemented promotion mix in accordance with the theory put forward by Kotler. In the business unit's advertising activities it does not maximize its existing potential, while for sales promotion and personal selling the business unit has carried out its activities very well.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The products produced by the business unit are koi fish with quality guaranteed by SNI. There are two grading methods carried out by the business unit, namely grade A and grade B. The Fara Koi Business Unit only focuses on producing and selling koi fish measuring 20cm-25cm, other sizes are required to place an order in advance.

There are three types of koi fish offered by the business unit, namely Showa, Shiro, and Kohaku. The business unit also provides services in the form of consultations related to koi fish, safe and guaranteed delivery and provides a guarantee for 1 week after the item is received. The amount of koi fish production is quite limited so it has not been able to meet current market demand. The products offered today are right on target.

The price offered by the Fara Koi Business Unit is lower than the koi fish of the same quality on the market today. Product pricing is determined by the business unit itself with reference to the BEP price of IDR 108,713.44. The business unit does not apply a discount system because the price of koi fish offered by the business unit is already affordable. The difference in selling price applies depending on who the buyer is, consumers from business units including plasma farmers, resellers and hobbyists.

The Fara Koi Business Unit production site is considered less strategic when viewed from the road conditions and the distance that consumers have to travel, but from a koi fish production perspective, the location is a long-term investment with adequate resources. The location of the business unit's facilities and offices greatly facilitates the business unit's operational activities. Distribution channels run by the business unit include two channels, namely direct and indirect. The promotions carried out by the business unit cover three aspects, namely advertising, sales promotion, and personal selling. On two aspects of promotion, namely sales promotion and personal selling Fara Koi Business Unit feels good about using it. As for advertising, business units have not been able to optimize advertising media properly.

Recommendations

Business units need to increase the amount of production either independently or in collaboration with other plasma farmers, so that market needs can be met. To overcome the problem of koi fish trends in Blitar Regency which have an impact on sales, it is hoped that the business unit will be able to carry out a diversification strategy or product development. Business units can produce new types of koi fish or also by adding variations in product sizes. After that, the business unit can make product selection, whether the product will remove other products or the product will become an additional choice. Price cut or discounts can be made to regular consumers by providing certain conditions such as the number of products that must be purchased must be more than that, this serves to increase consumer loyalty to the business unit.

The location of the business unit is not in a strategic position consumers, it is hoped that the business unit will be able to create special sales outlets in areas that are easily accessible to the public. To maximize the promotion mix, it is hoped that the business unit will create a special promotion division in the management of the business unit's organization. Thus division of these business units can focus on maximizing promotional activities both in terms of creating advertising content, conducting extensive promotions, conducting intensive promotions, responding directly to consumer complaints and satisfaction and so on.

The government is expected to be able to facilitate distribution or also make policies that make it easier for koi ornamental fish entrepreneurs to ship or export the products they produce. The government can also make policies related to fostering koi ornamental fish entrepreneurs in SNI standardized cultivation so they can compete with other koi ornamental fish entrepreneurs other koi fish producers in Indonesia. For further research, it is expected to be able to study more about the mix variables online promotions or also regarding marketing mix variables using different analytical methods. As well as adding other variables that can affect the formulation of marketing strategies in the Fara Koi Business Unit in more detail.

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