Analysis of Business Plan Using Business Model Canvas (BMC) on Modern Fish Market

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**Abstract.** *Fish consumption is very important for human life. The potential for fisheries business has a pretty good prospect, because now the need for fish, both fresh and processed, has not been able to meet consumer needs. One of the local governments that has implemented the Integrated Marine and Fisheries Center Development Program to strengthen the economy, sovereignty and independence of regions, remote areas and rural areas, is Bandung district by building Sabilulungan Soreang modern fish market. This study aimed to determine the internal and external factors affecting the fish business program at modern fish market and analyze the canvas business model at modern fish market in Bandung Regency, West Java. The method used was SWOT analysis and BMC (business model canvas) with 45 respondents. The result of this research was that Sabilulungan modern fish market was in a strong internal position because it was above the value of 2.50. The main strength of Sabilulungan modern fish market was having a number of regular customers of more than 50%, with a score of 0.3912. Sabilulungan modern fish market was strong enough in optimizing existing opportunities in overcoming threats. The opportunity for Sabilulungan modern fish market was to collaborate with fishermen and other modern fish markets to produce quality fish and able to standardize fish prices in the market, with a score of 0.48146. From the BMC analysis, Sabilulungan modern fish market had a value proportion, namely prioritizing hygienic production without using chemicals to preserve fish.*

Keywords: SWOT analysis; business model canvas; modern fish market

Introduction

The Ministry of Fisheries together with related ministries/agencies, local governments, State-Owned Enterprises/Regional-Owned Enterprises, and financial sector agencies, jointly aim to enforce national’s nine priorities through various types of activities. Some of the activities referred to are the Integrated Marine and Fisheries Center Development Program to strengthen regional sovereignty, economy and independence. According to Government Regulation (Peraturan Pemerintah No. 54 Tahun 2017 Tentang Badan Usaha Milik Daerah, 2017) concerning Regional Owned Enterprises, the objectives of establishing Regional Owned Enterprises include: (1) Creating utilization value for regional economic development. (2) Providing utilization in the form of the provision of quality goods and/or services for the fulfillment of the livelihood of the community in accordance with the conditions, characteristics and potential of the region concerned based on good corporate governance. (3) Obtaining profit in running a regional owned business.

In line with the mandate of this law, the development of national fisheries and maritime affairs through a competitiveness strengthening program aims at realizing competitive products. In this case, the domestic market applies a more efficient and non-waste industrial system using a market driven approach, so that it will be more demanded and accepted by consumers. The products produced must be products that are safe, high value content, competitive, traceable, and high quality (Petunjuk Teknis Penyaluran Bantuan Pemerintah Pembangunan Pasar Ikan Modern Tahun 2019, 2019). These characteristics are expected to increase the consumption of fish by the community as a nutritious food intake and high protein. The ultimate goal of all that is the welfare of society.

Bandung Regency has excellent potential and resources to increase the consumption of fish by the community (consumers) which can simultaneously contribute to increasing the GRDP of the fisheries sector, which in 2017 only reached IDR 155,312,000 (Badan Pusat Statistik Kabupaten Bandung, 2018). In essence, awareness of animal health and welfare affects purchasing behavior directly and positively (Lit Cheng et al., 2020). Statistics of Bandung Regency in 2017 (Badan Pusat Statistik Kabupaten Bandung, 2018) shows the following data: The total population is 3,534,111 people with a ratio of 1,792,864 men and 1,741,247 women of the total population.

**Table 1.**

**Fish Production Facility in Bandung Regency**

|  |  |  |  |
| --- | --- | --- | --- |
| No | Fish Production Facility | Area (Ha) | Explanation |
| 1 | Hatchery | 277,77 | - |
| 2 | Pool of Static Water | 1.230,37 | - |
| 3 | Rice-Fish Farming | 4.480,59 | - |
| 4 | Pool of Flowing Water | 1.025,00 | - |
| 5 | Public Waters | 376,00 | - |
| 6 | Citarum Watershed | 268.130 | (in, length/km). Source: Sanitation Note of Bandung Regency 2013. |
| 7 | Citarik Sub-watershed | 17.295,00 |
| 8 | Cirasea Sub-watershed | 37.219,00 |

*Source : Business Plan Preparation and Investment Needs Documents of Modern Fish Market in Soreang Regency, 2019*

In addition, in line with the regional development targets that have been set in the 2016-2021 in Bandung Regency due to National Medium-Term Development Plan (Peraturan Daerah Kabupaten Bandung No 7 Tahun 2016, 2016), there are development targets related to the main tasks and functions of the Food and Fisheries Service, namely achieving food security conditions and increasing competitiveness of fishery commodities.

This potential performance is still not optimally developed in an effort to increase fish consumption by the community. The level of fish consumption per capita in Bandung Regency is still relatively low at around 20–22 kg/cap/year (Badan Pusat Statistik Kabupaten Bandung, 2018). Meanwhile at the national level in 2017, fish consumption has reached 50,69 kg/cap/year (Kementerian Kelautan dan Perikanan Republik Indonesia, 2018). One of the important factors causing this is the limited number of fish markets that allow people to obtain/buy fish easily and comfortably. The significance of fish to food security and livelihoods that can improve the economy, this should be a concern for regions to develop a more integrated and coordinated approach to fisheries, health and food policy that identifies research priorities within national development challenges (Charlton et al., 2016). Related to this, with the support of the community through the Regional House of Representatives and the spirit of determination and measurement, the Bandung Regency Government initiates a regional development program with a priority to increase fish marketing as outlined in the National Medium-Term Development Plan 2016-2021.

**Table 2.**

**The fifth mission of National Medium-Term Development Plan 2016 – 2021 in Bandung Regecy Fisheries Sector Development**

|  |  |  |  |
| --- | --- | --- | --- |
| Objective | Policy Direction | Regional Development Program | Responsible Regional Apparatus |
| Achieving food security conditions | Food stability and independence | Aquaculture development program | Regional apparatus in charge of marine and fisheries affairs |
| Increased competitiveness of agricultural commodities | Increased marketing of superior agricultural products | Management and marketing optimization program for fishery production | Regional apparatus in charge of marine and fisheries affairs |

*Source : Peraturan Daerah Kabupaten Bandung No 7 Tahun 2016, 2016*

The central government, through the Ministry of Marine Affairs and Fisheries, the Directorate General of Strengthening the Competitiveness of Marine and Fisheries Product, Directorate of Marketing, captures all this potential to provide assistance for the development of a modern fish market on an area of ​​24,570 m2 prepared by the Bandung Regency Government, located in the District of Soreang which is the capital of Bandung Regency. Around this area, there are 8 sub-districts which are less than 10 km, namely: Banjaran, Cengkuang, Pameungpeuk, Ketapang, Kutawaringin, Margasih, and Margahayu Districts. The total population of 8 sub-districts is 890,487 people or 25.20% of the total population of Bandung Regency (Badan Pusat Statistik Kabupaten Bandung, 2018).

Modern fish market development is a fish market equipped with a collection of fresh fish and sale of live, fresh and processed fish on a scale. The market is supported by cold storage, drainage, sanitation facilities, electricity, and clean water as well as the availability of sufficient bulk ice, fish stall, chilling rooms, offices, maritime stall, multipurpose rooms, and food courts, those which are integrating as educational and recreational facilities. It is a model that provides the facility to create and capture value of the company (Iheanachor et al., 2021). The modern fish market performance is envisioned by the Bandung Regency Government to meet the fish needs not only of the people of Bandung Regency, but also to the surrounding area, larger Bandung area.

To meet the requirements and increase the effectiveness of development planning for this major program, the Bandung Regency Government as the recipient of market development assistance, through the Food and Fisheries Office, sees the *conditio sin qua non* and needs to compile a business plan and investment analysis of Regional Owned Enterprises in modern fish market. Based on this background, the purpose of this study was to identify and analyze the prospects for the management of Modern Fish Market business activities that could bring profit with a community benefit approach and business orientation supported by financing in accordance with applicable regulations.

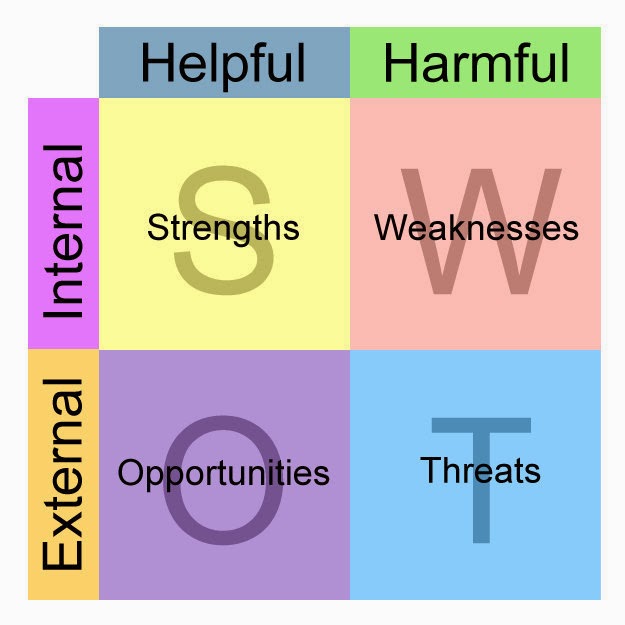
A business plan, according to Hisrich & Peters (1995), has the meaning of a written document prepared by a business actor to describe the external and internal elements that are relevant and influential in starting a new business. It can be said that a business plan is an analysis of organizational activities both now and in the future by arranging activities to get the expected results, in the form of a planning document. By making a business plan, the expectations of a business plan that have been made are in line with the reality when the business is running or has insignificant differences. For this reason, a business plan can be used as a guide in creating a new business. A business plan is a plan that is useful for companies to focus on key points, allocate resources, and prepare themselves for opportunities and problems in the future (Berry, 2004). On the basis of this, it can be concluded that businesses need a plan to optimize development and growth in accordance with the company's strategy.

There is no standard business plan format, because it always adapts to the needs and goals of the company. But at least a business plan consists of a summary, mission, key success, market analysis, and profit and loss projections. A business plan is very important for business people or policy decision makers in a company. A business plan can be used as a complement in seeking funds from third parties (Rangkuti, 2005). The following is Figure 1 regarding the basics of a business plan.



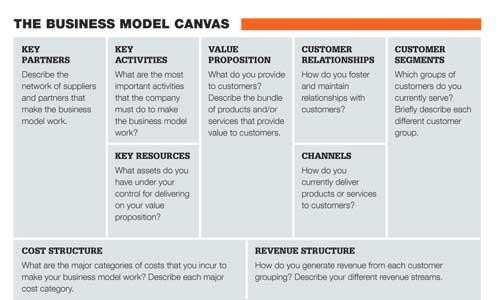
*Figure 1. The basics of a business plan*

SWOT stands for strength, weakness, opportunity, and threat. This analysis is carried out to identify the feasibility of a business by observing more deeply the internal and external factors that are related to the business (Ahmad, 2010; Ali & Abdurahman, 2007; David, 2004; Rangkuti, 2006, 2011; Siagian, 2005; Tjiptono & Gregorius, 2012; Umar, 2001). In the SWOT analysis, internal factors include strength and weakness, while external factors include opportunity and threat (David, 2004; Rangkuti, 2011).



*FIGURE 2. SWOT Analysis*

The Business Model Canvas is a way for organizations to create, implement, and digest value. According to Osterwalder & Pigneur (2012), BMC is best described using ninebasic building blocks covering four main business areas, namely: supply, customers, financial feasibility, and infrastructure.



*Figure 3. Business Model Canvas*

Methodology Research

In doing research on Business Plan Analysis using BMC, Modern Fish Market in Bandung Regency basically took several stages of activities both carried out sequentially and simultaneously in producing valid data. In each stage of the research, several methods of analysis were carried out as part of the process of completing the research expected according to the research objectives. Broadly speaking, the framework of Business Plan Analysis using BMC for Modern Fish Market in Bandung Regency can be presented in the chart contained in the following figure. The following is a picture frame of mind:

Current Business Plan Model of Modern Fish Market

Vision, Mission, and Goals

Internal (S&W)

External (O&T)

New Business Model

Implementation

*Figure 4. Research Framework*

**Methods of Data Collection**

Methods of data collection carried out by the team were using survey and observation methods (Moleong, 2005). The data to be collected were primary and secondary data. The primary survey was the main method used during field study. This method aimed to obtain factual data found in the field by applying the results of direct observation, rechecking, and validating the results of previous studies. The primary survey included the following activities:

1. Field Observation, direct observation or recording at the location. Observation was used to get an overview of the conditions for the implementation of Modern Fish Market plan in Bandung Regency
2. Conducting field visits with the aim of collecting survey data using questionnaires and interviewing aspects of marketing, human resources, finance
3. Conducting discussions in the framework of identifying a business plan
4. Discussing with stakeholders regarding the business scheme

Meanwhile, the secondary survey was carried out during the field study by completing the primary survey method.

This stage was carried out after completing the preparation stage. The survey was carried out with the aim of collecting specific data on site characteristics. The data collected were in the form of interviews, statistics, location photos, maps of market locations, and others that were directly related to the material. The collection of data and information included at least:

1. Information gathering and literature study related to Business Plan Analysis using BMC of Modern Fish Market in Bandung Regency
2. Data collection on fish products that would be marketed in the modern fish market in Bandung Regency
3. Identification of the business plan scheme and investment needs

The time needed in carrying out data and information collection activities was six months.

This research consisted of data analysis methods: types of products and services that could bring profit and business model that would be developed in the management of the Modern Fish Market; Analysis of the types of products and services could use the Business Model Canvas (Dewobroto, 2013; Freund, 2009; Kim & Maulborgne, 2016; Pambudi, 2015; Priandita & Toha, 2013). Here are the steps for doing the canvas model business:

1. Customer Segments aimed to identify the main customers that the company targets and the market segments the company wanted for business development. Therefore, in this case the company should be able to recognize who the consumers were, including the capability to formulate problems, characteristics, and consumer mindsets.
2. Value propositions were the values ​​that the company provided to customers, so that they were right on target. Therefore, the company needed to identify what customers needed, improve company performance and brand that would have an effect on pricing. The values ​​contained in the value propositions were performance, newness, getting the job done, customization, price, brand, cost reduction, accessibility, design and risk reduction. In addition, the value proposition should be able to provide what solutions would be offered to consumers, what were the attractivenesses of these solutions, what influenced consumers to choose, then buy, and use the value of the company.
3. Channels were how company communicates with consumers or business partners. Chanel focused on methods and processes in reaching customers by looking at distribution channels. The company must be able to map a way, so that the solution from the problem reached the customer.
4. Customer Relationship, was a pattern of relationships that were built between companies and customers, the ability of company to make good relationships with customers might vary. Company should be able to maintain customer loyalty.
5. Key Activities, were the main activities in the process of making value propositions. Analysis could focus on the company's activities as well as the effectiveness of the activities. Key activities could be used as a competitive strategy for the company to create its value proposition.
6. Revenue Streams, were the flow of funds that the company would receive if the components in the previous points run smoothly. The components of revenue streams were a source of revenue based on the type and form of revenue, how payments were made by customers, and the comparison of benefits received with company revenue for customers. Therefore, a company should be able to find ways, how businesses could make money from a given value.
7. Key Resources were resources owned by the organization, which were used to realize the value proposition. Humans, equipment, technology, channels and brands were forms of resources. The resource that must be owned was competitiveness to create values.
8. Key Partnerships were partnera supporting the company to be competitive in creating values. Company business partners had a role while providing company resources and creating company values.
9. Cost Structures were the factors making up the costs that must be incurred. The cost structures were the structure for running the company in realizing the value proposition offered to customers. The efficiency of the cost structure was the key to the success of a company in getting profit.

The data analysis used was the analysis of the BMC model template by changing and coding each block or element according to the needs and the results of analysis and prediction of development in each leading sector in the future.

Diagram

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*Table

Description automatically generatedFigure 5. Bussiness Model Canvas Framework*

*Figure 6. SWOT Analysis Framework*

**Result and Discussion**

According to Freund (2009), a company that can be sustainable must change its business model, both radical and incremental. This requires a strategic foundation that can be used through good instruments and concepts. Elements that play an important role and can be improved, namely the value proposition, channels, revenue streams, key activities, and cost structures (Novy Anggraini & Rini Apriyani, 2019). The business model approach is a factor in achieving organizational success. The use of business model must be more innovative, so that organizations can survive. The Business Model Canvas (BMC) is an approach that can be used, which was developed by Osterwalder & Pigneur (2012). The Business Model Canvas (BMC) makes it possible to change and describe a business model more simply and easily with the aim of creating a strategy in the form of a new business model. Business model helps to understand, predict, and explain the activities that should be done to get company profits. The business model can be said to be how the company makes a profit, offers a product, and does the operational system. The following is a Business Model Canvas of Modern Fish Market in Sabilulungan Soreang, Bandung Regency:

**Table 3.**

**SWOT Analysis of the Business Model Canvas of Modern Fish Market in Sabilulungan Soreang, Bandung Regency**



*Source: Research team, 2018*

The rating scale that researchers used in this study were: (a) Internal Factors: 1. Major Weaknesses, 2. Minor Weaknesses, 3. Major Strengths, 4. Minor Strengths. While (b) External Factors: 1. Very low, less response, 2. Low, average response, 3. High, above average response and 4 is very high, superior response. The opportunity factor, the rating given showed which company had the ability to respond to opportunities. Meanwhile, the threat factor indicated that the company had the ability to neutralize or even avoid threats it occured and faced. All weight values ​​were multiplied by the existing ranks to obtain the mean value of all determining factors. All these mean values ​​were added vertically to produce the total value of the weighted average. The weighting result showed that the ranking was analyzed based on the company's situation in the matrix. Both the EFE and IFE matrixes can be seen in Table 4 below:

**Table 4.**

**Analysis of Internal Factor Matrix of Modern Fish Market in Sabilulungan Soreang, Bandung Regency**

|  |  |  |  |
| --- | --- | --- | --- |
| **Internal Key Factor** | **Weight (a)** | **Rating (b)** | **Average Weight (c)**  **C= a x b** |
| **Strengths:**   1. *Had wide modern fish market in Bandung Regency* 2. *Had the number of fixed customers of more than 50%* 3. *Had more affordable selling price than supermarket/competitors* | **0,089**  **0,097**  **0,056** | **3,8**  **4**  **4** | **0,3382**  **0,3912**  **0,2256** |
| **Weaknesses:**   1. *Lack of notice to customer service, either visitors of modern fish market or via telephone* 2. *Hadn’t been able to attract the customers who lived out of town* 3. *Hadn’t had cool storage with efficient capacity* 4. *Fish product hadn’t been able to be sold at franchise outlet like KFC and MCD* | **0,098**  **0,0754**  **0,0687**  **0,865** | **1,4**  **1**  **1,9**  **1,3** | **0,1372**  **0,0754**  **0,13053**  **1,3245** |
| **Total** | **1,9686** | **17,4** | **2,62263** |

***\*Weight and Rating were determined by company***

*Source: Research team, 2018*

Table 4 shows the results of the calculation that the total score was 1.1245. From the total score, it can be concluded that Sabilulungan Soreang modern fish market in Bandung Regency had a strong internal position because it was above the 2.50 threshold value. This shows that Sabilulungan Soreang modern fish market in Bandung Regency had been able to optimize its strengths and able to overcome the weaknesses it faced. The main strength of Sabilulungan Soreang modern fish market in Bandung Regency was to have more than 50% of the number of regular customers, with a score of 0.3912. Meanwhile, the main weakness of Sabilulungan Soreang modern fish market in Bandung Regency was that it had not been able to attract more customers from outside the town with a score of 0.0754.

**Table 5.**

**Analysis of External Factor Matrix of Modern Fish Market in Sabilulungan Soreang, Bandung Regency**

|  |  |  |  |
| --- | --- | --- | --- |
| **Internal Key Factor** | **Weight (a)** | **Rating (b)** | **Average Weight (c)**  **C = axb** |
| **Opportunities :**   1. The increasing of Hotel and restaurant in Bandung regency 2. There were still many people like eating fish 3. More affordable price than on supermarket 4. Being a partner with fisherman, and other modern fish markets to result in standardized price of fish in market | **0,0567**  **0,0967**  **0,0945**  **0,1267** | **4**  **3,9**  **4**  **3,8** | **0,2268**  **0,37713**  **0,378**  **0,48146** |
| **Threats :**   1. Consumers tended to be bored with the fish from the modern fish market 2. There were a lot of similar actors on the field | **0,157**  **0,0876**  **0,0689** | **3,5**  **3,9**  **3,7** | **0,5495**  **0,34164**  **0,25493** |
| **Total** | **0,6881** | **26,8** | **2,70946** |

\*Weight and Rating were determined by the company

*Source: Research team, 2018*

The calculation in table 5 shows that the total score was 2.70946. This shows that Sabilulungan Soreang modern fish market in Bandung Regency was relatively strong in optimizing opportunities to overcome the threats faced. The main opportunity for Sabilulungan Soreang modern fish market in Bandung Regency was to collaborate with fishermen and other modern fish markets to produce quality fish and to standardize fish price in the market with a score of 0.48146. Meanwhile, the threat faced by Sabilulungan Soreang modern fish market in Bandung Regency was the number of similar business actors with a score of 0.34164.

Diagram

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*Figure 7. SWOT Quandrant Analysis*

Based on the results of the Swot quadrant analysis, Sabilulungan Soreang modern fish market in Bandung Regency was in the third quadrant position. Quadrant III stated that Sabilulungan Soreang modern fish market in Bandung Regency should change strategy, meaning that the organization (Sabilulungan modern fish market) could change the previous strategy. Because, the old strategy made it difficult to seize opportunities that existed while improving organizational performance (Sabilulungan modern fish market).

The fish commodities sold at the modern fish market of Soreang, Bandung Regency, were all consumed by the people in the country. As public awareness of nutrition from fish increased, the demand for fish products sold at modern fish market of Sabilulungan Soreang, Bandung Regency continued to increase. Data for 2017 from the Department of Marine Affairs and Fisheries of West Java Province stated that the level of fish food consumption was still low, at 24 kg/capita/year, while the target per capita fish consumption per year in Indonesia was 31 kg/capita/year. This is clearly still far from the target, for that aspect of the demand for fish in modern fish market of Sabilulungan Soreang, Bandung Regency, but it still had considerable potential and opportunity.

Data from the Ministry of Marine Affairs and Fisheries for 2018 stated that in Indonesia the production of fish commodities had increased by 32% compared to 2017, so that its contribution to the national and regional economies would provide a significant increase. This is related to the potential for development technology and resources that Indonesia had. In 2018, Indonesia produced 785,900 tons of fish, which had an increase of 32% compared to 2017. Seawater and freshwater fish could be consumed and obtained by the community throughout the year, but only certain seasons provided more fish, which were around January to April. Generally, caught sea fish could not be left for too long, which was why it was difficult for freshwater and seawater fish to be found in traditional and modern markets, due to the insignificant amount of it. To work around this, fishermen processed their catch into processed products, such as shredded and shrimp paste. The fish obtained from the Coastal area of ​​West Java were always the prima donna, this was due to the taste of the fish which was more savory and had a high nutritional value.

Fish sellers who were going to sell their merchandise at the Sabilulungan Soreang modern fish market, Bandung Regency, were very enthusiastic and many of them had registered to occupy the available shophouses. There were very few fish markets in Bandung Regency, the only fish market that became competitor was the Caringin fish market, which was located in Bandung City, and even then it was far from Bandung Regency. This shows that the level of competition was still low.

The hygienic modern fish market was slowly becoming known in Indonesia. Nevertheless, the various types of fish sold at Sabilulungan Soreang modern fish market of Bandung Regency still needed to be considered, especially in adapting technology, more professional product marketing, and product nutritional value testing. For this reason, it was necessary to make strategic efforts in developing the types of fish as the superior products of Sabilulungan Soreang modern fish market in Bandung Regency.

Some of the efforts to introduce the types of fish products that would be sold at Sorean modern fish market of Bandung Regency to consumers included: (1) creating seawater fish and freshwater fish products with different qualities, especially fresh presentation form and packing in order to increase visual value; (2) doing product promotion by attending various exhibitions or product processing demos. Based on the analysis, the fish production at Sabilulungan Soreang modern fish market could accommodate 100 tons per day of fresh fish.

The trend of prices for seawater and freshwater fish products always showed good results every year. This was due to an indication of improving national economic conditions. In addition, product price was strongly influenced by fish stocks. This was because during the dry season, the availability of fish in nature was very limited, thus affecting product prices.

Based on the observation of the existing fish marketing channels at Sabilulungan Soreang modern fish market, Bandung Regency, fish trading was done through several ways, namely:

* + - 1. Selling independently at closer area from the processing unit, as much as 15%
      2. Selling to traditional markets, as much as 10%
      3. Selling through deposits, as much as 25%
      4. Selling directly to supermarkets, as much as 2%Selling to wholesalers, as much as 53%

The marketing channels for fish products at Sabilulungan Soreang modern fish market of Bandung Regency can be described as follows:

Diagram

Description automatically generated with medium confidence

*Figure 8. Fish Marketing Line at Sabilulungan Soreang Modern Fish Market, Bandung Regency*

As many as 53% of fish traders distributed their products through middlemen/collectors and this shows that fish sellers had not been well informed about the market. Fish traders admitted that it was still difficult for them to enter traditional markets or supermarkets. This can be seen from the identification of the Sabilulungan modern fish market’s marketing channel which stated that only about 2% or only one trader was able to supply the product to supermarket.

In general, problems encountered in the marketing media at Sabilulungan modern fish market which are presented in Table 4. The main problem faced by sellers in marketing seawater and freshwater fish products was the packaging of fish products that did not meet consumer standards. However, some products were equipped with halal labels and P-IRT, consumer demand was more on practical and visually attractive packaging. In addition, the consumers preferred fish products that were once cooked, so their freshness was guaranteed. Fish sellers/traders usually sold their fish products in large, with the sizes of 250 grams or 350 grams.

**Table 6.**

**Marketing Constraints of Fish Product in Modern Fish Market of Sabilulungan Soreang, Bandung Regency**

|  |  |  |
| --- | --- | --- |
| **No** | **Marketing Constraint** | **Percentage** |
| 1 | Packing | 40 |
| 2 | Transportation Route | 20 |
| 3 | Networking | 20 |
| 4 | Owners did not understand about market | 20 |

*Source: Research team, 2018*

Apart from this, the problem with fish marketing was the weak marketing network among fish sellers. The existence of Soreang Sabilulungan modern fish market was expected to fully answer the marketing problems of fish traders. The programs and activities of the Sabilulungan Soreang modern fish market in Bandung Regency were more focused on sustainable marketing process agenda, providing hygienic outlets/stalls for fish traders.

The target market that we were aiming was the Bandung Regency, West Java. A market segment consisted of 2 factors:

* + - 1. Geographical factor: Bandung Regency, West Java
      2. Demographic Factors
* Age: 1 year and over
* Gender: Male and female
* Religion: all religions in Bandung Regency
* Income: 0 – 10.500.000 IDR/month

The market shoots around Bandung Regency had been planned carefully. According to existing market analysis, Bandung Regency was a very fertile field to open new businesses, especially in the fisheries or fish market. Because the community, students, workers, housewives, civil servants, and lecturers, both teenagers and adults, usually preferred to eat various fish at affordable prices. The superiority of the products supplied was lied on fish freshness which was maintained with natural ingredients as the coolant. The Sabilulungan modern fish market business was a promising one, because the enthusiasts were almost evenly distributed in every society to lead a healthy and smart life by eating fish every day. The market segments chosen in this business were middle to lower, middle and upper middle societies. The selected fish products were adjusted to the target market. Therefore the product price could be affordable among the middle to lower, middle and upper middle segments. There were quite a lot of segments in this business, especially in big districts and cities, so that there were far more competitors.

The positioning of this product in modern fish market lied on the use of clean and hygienic modern market place that had high selling value, friendly environment, a view inducing peace of mind, and globally competitive, so that it became a differentiator from fish products sold in other markets in general. In addition, this slogan "My Market Fish For Our Brain" aimed to position modern fish market against its competitors.

**Table. 7**

**Analysis of Competition on Modern Fish Market**

|  |  |  |
| --- | --- | --- |
| Competitor | Strength | Weakness |
| Caringin and Ciroyom Fish Market | * 1. Famous traditional fish market for the communities in Bandung Regency   2. Had Fixed Consumers   3. Had diversed and fresh fish products | * + 1. Relatively high price according to the consumers having restaurant     2. Non-hygienic place |
| Gede Bage Fish Market | * + - 1. Claimed to supply various type fish and the most complete market in Bandung       2. Higher price than traditional market, but more affordable than supermarket       3. There were about 10 aquariums filling various types of fish       4. There were also 5 tubs with the size of 1,5 x 1 m2 filling fish and freezer. | * + - * 1. Still in traditional mode and non-hygienic like modern fish market. |

*Source: Research team, 2018*

Determination of the marketing mix should be in line with the determination of Brand, Positioning and Differentiation. The marketing mix consisted of 4 elements, namely Product, Price, Distribution and Promotion. Products and Prices were a form of value package offered to customers, while Distribution and Promotion served as contact points with customers.

Products of modern fish market of Bandung Regency are as shown in the following table.

**Table8.**

**Type of Products and Services Sold of Modern Fish Market, in Bandung Regency**

|  |  |  |  |
| --- | --- | --- | --- |
| Product/Service Type | Shape | Number | Characteristics |
| Stall/Outlet | 5,76 m2 (2,4x2,4)  11,52 (2.4x4,8) | 281 | * Clean, comfortable & neat |
| Fresh Fish | * Seawater Fish * Freshwater Fish * Shrimp, Squid, etc | - | * Fresh, Hygiene, High quality * Labeled nutritional information * Affordable price |
| Processed Fish | * Seawater Fish * Freshwater Fish * Shrimp, Squid, etc |  | * Innovative, Diversed * Affordable Price |

*Source: Research team, 2018*

The determination of a pricing strategy was formulated based on the price/tariff policy for products and services enforced by management that took into account the various interests of stakeholders:

1. Purchasing power of consumers
2. The goal of increasing fish consumption by the community
3. Healthy competition
4. Continuity and service development
5. The goal of increasing the connectivity of the upstream and downstream sectors of fishery products

Distribution here meant that the marketing activity of the modern fish market in Bandung Regency to facilitate the service delivery. This had to do with the essence of how consumers and products interacted. In this case, the distribution of services implemented a channel strategy level 0.

**A picture containing night sky

Description automatically generated**

*FIGURE 9. Distribution Channel of modern fish market service in Bandung Regency*

The consideration underlying the implementation of distribution was the policy that all business processes for product/service transactions were carried out in the office environment and in the modern fish market building area. This followed the 2C control criteria, namely, control channel and cost.

Modern fish market in Bandung Regency should communicate with the target segment of service consumers, namely fish market traders and consumers of fishery products, both households and businesses.

Promotion was a form of Soreang modern fish market’s marketing communication to prospective customers. From various channels, the communication channels used included: print advertisement, outdoor media (out of home), customer's event, and indoor promotion (in-store promotion), as well as through online media. The modern fish market’s communication program can be summarized as in the following table.

**TABLE 9.**

**Marketing Communication Program of Modern Fish Market in Bandung**

|  |  |  |
| --- | --- | --- |
| Marketing Communication Instrument | Goals | Market Objective |
|
| Print Advertisement | * Building awareness * Introducting new modern fish market * Creating buzzword * Creating community | * Fish market traders * Customers |
| Outdoor Media | * Improving *awareness* of the modern fish market so that it could increase the visitor number * Comunicating and describing promotion whatever it was in the modern fish market | * Fish market traders * Customers |
| Customer’s Event | * Developing the awareness of modern fish market’s visitors as the place attending an event about fish products. * Obtaining customer’s trust that the program was able to be the place to consult about fish information. | * Customers |
| In-store Promotion | * Improving the visitors of the modern fish market * Pushing the selling in the stalls if visitors came in to the stall | * Customers |
| Online Support | *- On-line support* beside playing role as information provider, it was also be able to be the media to improve member’s loyalty | * Customers |

*Source: Research team, 2018*

In carrying out the communication program for modern fish market of Bandung Regency, it was necessary to consider the effectiveness and efficiency of the program in relation to the objectives of each program. The table above is a form of determining the priority scale of the communication marketing program, because financial risk, product risk, and privacy risk significantly decrease shopping behavior (Bhatti et al., 2020).

Conclusions

Based on the results of research on the modern fish market model business using BMC (Business Model Canvas), it can be concluded that the modern fish market in Bandung Regency had a position in quadrant III. Quadrant III stated that the Sabilulungan modern fish market, Soreang, Bandung Regency should change its strategy, meaning that the organization (Sabilulungan modern fish market) was advised to change the previous strategy. Because according to the research, it was feared that the old strategy would be difficult to seize the opportunities existing while improving organizational performance (Sabilulungan modern fish market).

The BMC results stated that (1) the targeted consumers were the lower, middle and upper class and educated people who still consumed fish daily. (2) Value Proportion was prioritizing hygienic production by not using chemicals to preserve fish. (3) The channel was through social media and personal selling. (4) Customer Relationship was conducted through maintaining good relationships with customers by attending a food bazaar/festival and creating a community (holding a fish seminar/bazaar). (5) Key resources were Human Resources (Employees) and Physical Resources (the place for the modern fish market). (6) Key Partners were fishermen throughout Indonesia and fish collectors, suppliers of fresh sea and fresh fish, restaurants, market banks. (7) Revenue Streams were the activities of selling fish meat, selling seeds/ornamental, food court, sales of fish cooking spices. (8) Key activities were the sale of seawater and freshwater fish, distributing fish from fishermen to modern fish market, direct selling of fish commodities. (9) The cost structure was the expense used in running the company, namely fixed and variable cost.

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