

## Strategy Development of Fishery Business in The Coastal Area Bone Bay Southeast Sulawesi Province

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### ABSTRACT

*This research was conducted in coastal area of Bone Bay Southeast Sulawesi Province with the aim to formulate Strategy development of fishery business in coastal area Bone Bay Southeast Sulawesi Province. The type of data used in this study is primary data and secondary data. Primary data collected in the field were obtained from observations, both in the form of questionnaires, focus group discussions, interviews with related parties and documentation. Primary data is more focused on the performance of the fisheries sector in the economic, social, environmental and institutional sectors as well as the problems faced by each sector. The method of analysis used to achieve the research objectives is SWOT analysis. The result of research by using SWOT analysis, it is formulated that to develop fishery business in coastal area of Bone Bay Southeast Sulawesi, the strategy that must be done is: (1) Optimization of capture fishery potential through government support and regional autonomy by utilizing export market for superior fishery commodities. (2) Increasing fishing effort in offshore waters, utilizing local labor and utilizing local government support in fisheries and marine sectors. (3) Increasing the productivity of catching, increasing capital and import product entry barriers to local market. (4) Improving fishery facilities and infrastructure, improving the quality of fisheries human resources as well as maintaining the quality of the aquatic environment to offset the density of fishing activities around the coast.*

**Keywords:** Strategy development, Fishery business and Coastal area.

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### I. Introduction

Indonesia is a country that has a wealth of marine resources that are very potential. Indonesia's marine area is two-thirds of its land, which is 3.54 million km<sup>2</sup> (DKP, 2010). Indonesia also has the second longest coastline in the world after Canada with a beach length of 104 thousand km<sup>2</sup>. In addition to the long coastline, Indonesia has the largest number of islands, 17,504 islands spread from Sabang to Merauke (KKPI, 2009). So, with abundant natural resources in the sea and coastal areas, Indonesia's development should be maritime-oriented. Based on FAO data (2014) in 2012 Indonesia is ranked 2nd for capture fisheries production and 4th rank for aquaculture production in the world. This fact can give an idea that the potential of Indonesian fishery is very big, so if it is well managed and responsible for its activities can be sustainable, it can be as one of main source of development capital in present and future. The huge potential of the fishery sub-sector is shown by its contribution which has reached about 40 percent of the total national GDP.

The potential of such a large fishery can provide maximum benefits sustainably for the country and the people of Indonesia, if properly managed and responsible. It has also been mandated in the Law of the Republic Indonesia (UU RI) Number 45 of 2009 Article 6 paragraph 1 which confirms that fisheries management is aimed at achieving optimum and sustainable benefits, and ensuring the sustainability of fish resources. But unfortunately, up to now most of the national fishery activities have not shown the optimal performance. This condition is seen from the still many illegal fishing activities, overfishing in some coastal waters of Indonesia, there is still the use of destructive fishing gear; and monitoring system of fish resource utilization which still weak and not yet effective. While the aquaculture is indicated by the need for food that is still dependent on imports from other countries, most of the aquaculture business in Indonesia has not implemented good aquaculture practices, so that their activities have significant environmental degradation, and there is still frequent conversion of land that is inconsistent with so that it often becomes a direct and indirect threat to the sustainability of the aquaculture business.

The problem in the development of capture fishery consists of two main issues, namely: fishery resources are declining due to excessive fish catch and illegal, unreported and unregulated (IUU) fishing. According to

Kusumastanto (2008), IUU fishing problem includes not only the classic problem of fish theft, but also problems: unreported fishing and unregulated fishing. The first practice includes unreported fishing activities, errors in reporting and undue reporting. The second practice includes fishing activities that are not regulated by the country concerned. These two practices are prohibited on the grounds that fish stocks in a country should be identified and regulated in their use so that no future global damage will occur. Aquaculture resources depend on the ease and affordability of obtaining inputs of production and the state of aquatic ecosystems in the upstream region. While capture fishery resources are influenced by the number of ships and fishing gear, the existence of coastal ecosystems, such as coral reefs and mangrove forests.

Utilization of fishery resources generally still prioritize the approach of production, whereas in addition to production, institutional arrangements and regulations that have been established become important in the sustainability of fish resources. According Subekti (2010) utilization of fishery resources is currently more in favor of exploitation activities. In this connection, management alternatives are needed to determine fisheries management strategies to be sustainable according to regional conditions. The same thing is expressed by Nababan et al. (2008) that Indonesian fisheries require planned management to be sustainable. The strategy applied is adapted to the characteristics of the management area through an approach that embodies the ideal strategy concept according to the condition of society, geographical area, capability and optimal needs of each component or its sub system. This research was conducted with the aim to formulate development strategy of fishery business in coastal area of Bone Bay Southeast Sulawesi Province.

## **II. Literature review**

### **2.1. Coastal Areas**

According to Dahuri *et al.* (1996), stated that until now there is no standard definition of coastal areas. However, based on some literature there is agreement that the coastal region is a transitional area between land and sea. When viewed from the coast line, the coastal area has two boundaries namely the boundary parallel shoreline and the cross shore. In Law no. 27 of 2007, it is mentioned that Coastal Zone is a transitional area between terrestrial and marine ecosystems that is affected by changes on land and sea. Almost the same as what has been defined by Bengen (2004), ie the coastal region is the transitional region between land and sea. From the mainland, the boundaries include areas that are waterlogged and not flooded but still influenced by sea processes such as tides, sea breezes and sea water intrusion. The sea boundaries are areas affected by marine processes such as sedimentation and the flow of fresh water into the sea, as well as marine areas that are affected by human activities on land.

Haslett (2000) states that coastal areas are landward-influenced land areas and sea-boundary boundaries which are still land-affected and according to Dahuri (2001) stating that coastal areas are defined as transitional areas between the sea and the land, which is still exposed to splashes of sea water or tides and toward the sea covering the continental shelf area. Kay and Alder (2005) report that there are several definitions used by international and national organizations / governments, broadly disaggregated into two trends: definitions based on a biophysical approach and a policy-based definition.

Judging from the various purposes, the coastal area is a very productive area (Supriharyono, 2000). According to Rokhmin (2001), Coastal resources play an important role in supporting regional and national economic development to increase foreign exchange earnings, employment and income. These coastal resources have comparative advantages because they are available in large and diverse quantities and can be exploited at relatively low cost of exploitation so as to create competitive bidding capacity. On the other hand, the market needs are still very large due to the increasing trend of global market demand. The resource richness encourages various stakeholders such as government agencies, businesses and communities to regulate and utilize them. Each of these stakeholders drafted the plan without considering the planning prepared by the other party. The difference in focus of the plan triggers competition overlapping and overlapping of planning that leads to management conflicts. If this conflict continues will reduce the effectiveness of its management so that coastal resources will experience biophysical degradation. The biophysical degradation of coastal resources in some places has reached alarming levels, among others: deforestation of mangrove forests, coral reef destruction, declining quality of underwater parks, overfishing, threatened species of marine life such as turtles and dugongs; rising pollution rate, coastal erosion development, widespread sedimentation and sea water intrusion (Kepmen Marine and Fisheries No.10 of 2002 on General Guidelines for Integrated Coastal Management Planning). Therefore, in order to eliminate the ongoing biophysical degradation in the coastal zone, an integrated management is required.

### **2.2. Fisheries Resources**

Natural resources contain potential resources that can be utilized as effective production resources and sustainable resources contain a fundamental meaning for economic development and the welfare of society (Djojohadikusumo, 1994). Resources or often called factors of production are available tools that can be used to

produce objects or products to meet human needs or can be defined as something that is economical and can be utilized for various interests and needs of human life so as to achieve prosperity.

Outline that includes natural resources is all the wealth of the earth, both biotic and abiotic, for example: plants, animals, air, water, soil, mining materials, wind, sunlight and microbes (micro organisms). Soemarno (1991), which defines resources as all potentially useful resource supplies. From an economic point of view, resources mean inputs in a production process that can produce something useful, in the form of goods and services, or in other words, natural resources are the factors of production of nature used to provide goods and services in economic activity (Fauzi, 2004). In relation to the distribution of natural resources, Fauzi (2004) explained that in general the resources can be classified into two groups, namely stock groups and flows group. The stock resources group is a resource that cannot be renewed or spent. While flows are a renewable resource with a physical amount that changes over time, but in utilization it can affect its availability in the future. One example of flows is fish. In Law no. 45 of 2009 on Fisheries article 1, paragraph 4, will be defined as any type of organism that is all or part of its life cycle is in the aquatic environment. Fish is one commodity that plays an important role in human life. In the grouping of natural resources, fish are included as sources of flows or resources that are renewable or renewable. Although fish resources can regenerate, but if the critical point of maximum regeneration capacity is exceeded, these resources will become non-renewable resources.

Nikijuluw (2001) states that fish resources are generally open access, which can be utilized by anyone without having to have them. Furthermore Nikijuluw (2002) suggests three special properties possessed by the fish resources, namely: (1) Excludability, (2) Subtractability, and (3) Indivisibility.

### **2.3. Development Of Fishery Resources**

Economic empowerment program of coastal community effort is effort to develop fishery human resource from socio-economic aspect. This empowerment program is important in the context of poverty reduction covering various aspects of life, so the approach must be holistic. Increased access and engagement in the economy is at the forefront of the holistic approach. According to Satria (2001), the economic empowerment program for coastal communities can be done for all strata and coastal community business background, and in its implementation must pay attention and appreciate the existing social position and stratification. Related to this, the expansion of access and increased participation of coastal communities in coastal economic activities is very important to pay attention to the background of every coastal community so as not to cause harm to certain parties / strata. To that end, the empowerment program must be done in conjunction with the improvement of its supporting system that encourages increased production and income and accelerate the process of poverty alleviation of coastal communities.

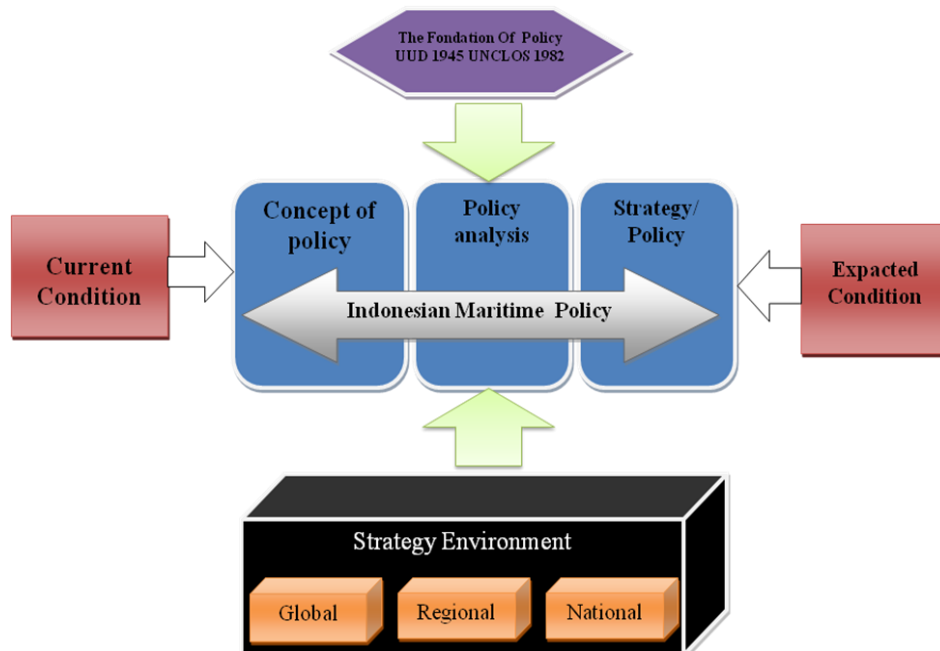
Human resources are the input components of each subsystem (component). The product of goods and services is the output of each subsystem. Interaction between systems is manifested not only in the form of goods and services flow, but also by internal actors' responses. Policies that can be taken in relation to economic empowerment of coastal communities should cover aspects of business, human resources, and environment. Business empowerment is an effort to improve the quality of fishery business. There are several things related to this aspect of business, namely:

- a. Technological innovation in improving access to information, markets, capital assistance and knowledge transfer that can drive production efficiency, management effectiveness and modernization of tools and factors of production, is a step to be taken.
- b. Development of capture fisheries insurance. Development of this insurance is important to reduce the high level of risk of fishing activities conducted by small fishermen.
- c. Partnership programs aimed at creating the most profitable relationships both socially and economically between large groups of business actors and small fishermen.

### **2.4. Fisheries Strategy and Policy**

A Strategy is a set of related actions that managers take to increase their company's performance (Hill and Jones; 2013). Furthermore, Pearce and Robinson (2011) Strategic management is defined as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. David (2009) Strategic management can defined as the art and science of formulating, implementing, and evaluating cross functional decisions that enable an organization to achieve its objectives. From this definitions, it can be understood that the strategic management process includes four basic elements; (1) Environmental scanning, (2) Strategy formulation, (3) Strategy implementation, and (4) evaluation and control. At the first this stage of environmental scanning or so-called SWOT analysis, observes the external environment for opportunities and threats, then observe the internal environment to see the strengths and weaknesses (Hunger and Wheelen: 2004). Kusumastanto et al. (2009) Policy are the decisions made by policy makers for the benefit of the public in order to improve the welfare. Parson (2001) Policy is a set of actions or

plans that contain political objectives, and is a manifestation of judgment that is full of consideration. Simatupang (2001) the policy is basically divided into two, namely private policy and public policy. A private policy is an act done by a private person or institution and is not forced to another person or institution. Public policy is a collective action realized through the legitimate authority of the government to encourage, obstruct, prohibit or regulate private action. Hogwood and Gunn (1986) in Suyasa (2007) added that, the characteristics of public policy are: (a) Created or processed by government agencies or in accordance with established procedures, (b) Being pushy, having an effect on the private act (public). From the description above, the fishery policy is the decisions made by policy makers in the development of ocean or ocean development wisely for the public interest in order to improve the welfare of the community or social-well being.



**Figure 2.1.** Indonesian Ocean Policy Drafting Process (Kusumastanto, 2009)

The Indonesian Maritime Policy Formulation , developed based on the 1945 Constitution as the constitution of the state and UNCLOS 1982 as a reference of International Constitution for the Oceans which has been ratified by the Indonesian government through Law No.17 of 1985. In addition The 2007 Law on the National Long Term Development Plan is a legal foundation that is also important in Indonesia's maritime development by establishing a vision of Indonesia's development as an independent, advanced, strong, National-based Islands State. Preparation of the policy taking into account the current conditions in order to realize the desired fishery and marine conditions, the policy in every region throughout Indonesia, referring to the concept of Indonesian Marine Policy.

Siry (2010) in the National Symposium on Development of Marine and Fishery Sector of Eastern Indonesia stated that Eastern Indonesia is the best representation of the region which has great potential of marine and fishery sector to sustain the economy and development. The abundance of marine natural resources, which is linked to the geographical characteristics and geographical position of Eastern Indonesia is expected not only to encourage local economic development, but to have the opportunity to sustain the strength of the national economy. The fact shows that up to now the Eastern Region of Indonesia is relatively left behind in its development achievements compared to the Western Region of Indonesia despite having great potential. Eastern per capita income is much smaller than in the west. In the context of marine and fisheries, the data show that the potential of existing resources has not been utilized and managed optimally. Offorts to accelerate the utilization of marine and fishery potential are needed.

The formulation of maritime policy according to Kusumastanto (2002) includes three levels, namely political level, organization and implementation. The political level (policy) consists of the executive and legislative institutions. The organizational level (institution, rule of the game) consists of department and non department institutions that have duties and functions, coordinative and supportive interrelationships. The level of implementation, evaluation, and feedback consists of elements of fishermen, farmers, businessmen and others who play a role in the implementation of government policies in the field of fisheries and marine.

### III. Research methods

The research was conducted in the coastal area of Bone Bay Southeast Sulawesi Province by taking samples in 5 districts of Kolaka, North Kolaka, Bombana, Central Buton and West Muna. Data collection method refers to the research objectives. The type of data used in this study is primary data and secondary data. Primary data collected in the field were obtained from observations, both in the form of questionnaires, focus group discussions, interviews with related parties and documentation. Primary data is more focused on the performance of the fisheries sector in the economic, social, environmental and institutional sectors as well as the problems faced by each sector. To achieve the research objectives, then used environmental scanning or so-called SWOT analysis.

### IV. Results And Discussion

SWOT analysis is used to formulate the development strategy of fishery business in coastal area of Bone Bay. This analysis aims to generate alternative strategies in developing a capture fishery business. Therefore it is necessary to identify the strengths and weaknesses, opportunities and threats (SWOT). More details are described as follows:

#### 1. Identification of strengths and weaknesses (Internal Factors)

Based on the results of the field survey, there were four things that became a strength in the development of capture fisheries in the coastal region of Bone Bay, Southeast Sulawesi Province. More details are shown through the following table:

**Table 1.** Internal Factors of Capture Fishery Business

No.	Strength
S1	The potential of capture fisheries is great
S2	Government support to fisheries and marine sector
S3	Many available labor
S4	Strategic geographic position
Weakness	
W1	Lack of fishery facilities and infrastructure
W2	Low quality of fisheries resources
W3	The low productivity of fishing
W4	Lack of capital owned

Source: Primary Data, 2017

Based on the description of data strengths and weaknesses then made its internal strategy matrix by arranging into Internal Factor Analysis Strategic (IFAS) table with the following rare:

- Arrange the elements of strengths and weaknesses, in column 1.
- Given the weight of each element, starting from 4 (very important) to 1 (not important), in column 2.
- Calculates the rating in column 3 of each element by dividing the weight of each element by the total weight for all elements so that the total rating is equal to 1.
- Multiplying the weight (in column 2) by rating (in column 3) to obtain the weighting factor in column 4. The results are weighted scores for each factor whose value varies from 4.0 (outstanding) to 0.1 (poor).
- Add the weighting score (in column 4), to get the total weighted score.

Based on these steps can be made an internal matrix factor of business development strategy of catch fishery as shown in the following table:

**Table 2.** Internal Factors Analysis Strategy (IFAS)

Factors Internal Strategy	Quality*)	Rating	Quality Rating
1	2	3	4
<b>Strength</b>			
a. The potential of capture fisheries is great	4	0,33	1,33
b. Government support to fisheries and marine sector	3	0,25	0,75
c. Many available labor	1	0,08	0,08
d. Strategic geographic position	4	0,33	1,33
<b>Amount</b>	<b>12</b>	<b>1,00</b>	<b>3,50</b>
<b>Weakness :</b>			
a. Lack of fishery facilities and infrastructure	-3	0,25	-0,75
b. Low quality of fisheries resources	-2	0,17	-0,33
c. The low productivity of fishing	-4	0,33	-1,33
d. Lack of capital owned	-3	0,25	-0,75

<b>Amount</b>	<b>-12</b>	<b>1,00</b>	<b>-3,17</b>
<b>Deviation Strength + Weakness</b>	<b>0,33</b>		

Description \*): Weighting is based on consideration of the order of importance of the items observed.

## 2. Identification opportunities and threats (External Factor)

Based on the results of field surveys, identification turns out there are four things that become opportunities and challenges of catching fisheries in the coastal region bone bay. More details are shown through the following table:

**Table 3.** External Factors Affecting Coastal Fishing Development Bone Coastal Area

No.	Opportunities
O1	Regional autonomy provides wider management authority to the Southeast Sulawesi Regional Government
O2	The opening of export market for superior fishery commodities
O3	Development of superior commodity-based fishery
O4	The expansion of fishing grounds into water areas is more than 12 miles
Threat	
T1	Fisheries management regime that is still open access
T2	Dense fishing activities around the coast
T3	The era of free trade causes many imported fishery products to enter the local market
T4	Decline in the quality of aquatic environments

Source: Primary Data, 2017

Based on the description of the data opportunities and threats can be made external factor matrix. The following are ways of determining external strategy factors:

- Arrange several opportunities and threats, in column 1.
- Given the weight of each element, starting from 4 (very important) to 1 (not important), in column 2.
- Calculates the rating in column 3 of each element by dividing the weight of each element by the total weight for all elements so that the total rating is equal to 1.
- Multiplying the weight (in column 2) by rating (in column 3) to obtain the weighting factor in column 4. The results are weighted scores for each factor whose value varies from 4.0 (outstanding) to 0.1 (poor).
- Add the weighting score (in column 4), to get the total weighted score.

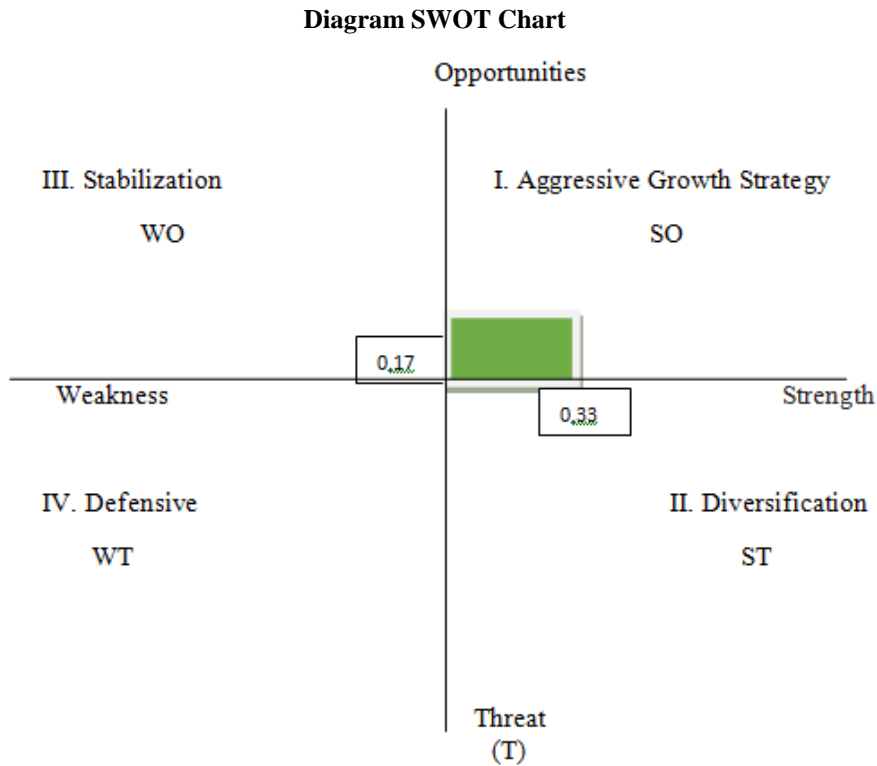
Based on these steps can be made an internal matrix factor of business development strategy of catch fishery as shown in the following table:

**Table 4.** External Strategy Factors Analysis Summary (EFAS)

Factors of External Strategy	Quality*)	Rating	Quality Rating
1	2	3	4
<b>Opportunities :</b>			
a. Regional autonomy provides wider management authority to Local Government.	4	0,33	1,33
b. The opening of export market for superior fishery commodities.	2	0,17	0,33
c. Development of superior commodity - based fishery.	3	0,25	0,75
d. The expansion of fishing grounds into water areas is more than 12 miles	3	0,25	0,75
<b>Amount</b>	<b>12</b>	<b>1,00</b>	<b>3,17</b>
<b>Threat :</b>			
a. Fisheries management regime that is still open access.	-2	0,20	-0,40
b. Dense fishing activities around the coast.	-3	0,30	-0,90
c. The era of free trade causes many imported fishery products to enter the local market.	-4	0,40	-1,60
d. Decline in the quality of aquatic environments	-1	0,10	-0,10
<b>Amount</b>	<b>-10</b>	<b>1,00</b>	<b>-3,00</b>
<b>Deviation Strength + Weakness</b>	<b>0,17</b>		

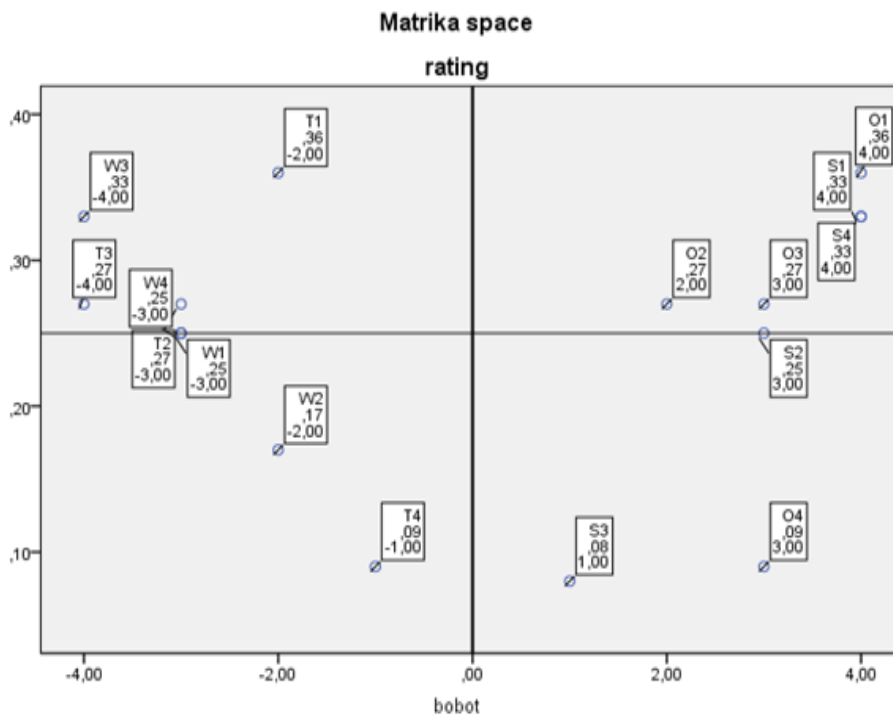
Description \*): Weighting is based on consideration of the order of importance of the items observed

Based on that information can be made SWOT chart as follows:



**Figure 1.** SWOT diagram Development of capture fisheries business

After all information on strengths and weaknesses (IFAS) and opportunities and threats (EFAS) are known, the next step is to utilize all of that information into a SWOT analysis using a computer program (SPSS) to get a combination of each strategy seen in the space matrix the following:



**Table 5.** Alternative Fishery Business Development Strategy

<b>Internal Condition</b>	<b>Strength (S)</b>	<b>Weakness (W)</b>
	a. The potential of capture fisheries is great. b. Government support to fisheries and marine sector. c. Many available labor. d. Strategic geographic position.	a. Lack of fishery facilities and infrastructure. b. Low quality of fisheries resources. c. The low productivity of fishing. d. Lack of capital owned.
<b>External Condition</b>		
<b>Opportunities (O)</b>	<b>Strategy SO</b>	<b>Strategy WO</b>
a. Regional autonomy provides wider management authority to local government. b. The opening of export market for superior fishery commodities c. Development of fishery-based fishery - based fishery d. The expansion of fishing grounds into water areas is more than 12 miles.	<i>Optimizing the potential of capture fisheries through government support and regional autonomy by utilizing export market for superior fishery commodities</i>	<i>Increase capture productivity, increase capital and limit the number of imported fishery products into the local market</i>
<b>Threat (T)</b>	<b>Strategy ST</b>	<b>Strategy WT</b>
a. Fisheries management regime that is still open access. b. Dense fishing activities around the coast c. The era of free trade causes many imported fishery products to enter the local market d. Decline in the quality of aquatic environments	<i>Increase fishing effort in offshore waters, utilize local labor and utilize local government support for fisheries and marine sectors</i>	<i>Improving fishery facilities and infrastructure, improving the quality of fisheries human resources as well as improving the quality of the aquatic environment to offset the density of fishing activities around the coast</i>

Based on table 5, the fisheries development strategy in the coastal areas of Bone bay is presented in the following :

**Table 6.** Capture Fisheries Business Development Strategy in Bone Bay Area Southeast Sulawesi Province.

Priority	Strategy
I	Optimizing the potential of capture fisheries through government support and regional autonomy by utilizing export market for superior fishery commodities
II	Increase fishing effort in offshore waters, utilize local labor and utilize local government support for fisheries and marine sectors
III	Increase productivity of capture, increase capital and limit the number of imported fishery products into the local market
IV	Improving fishery facilities and infrastructure, improving the quality of fisheries human resources as well as maintaining the quality of the aquatic environment to offset the density of fishing activities around the coast

## V. Conclusions And Suggestions

### Conclusions

Based on the result of SWOT analysis, it can be concluded that to develop fishery business in coastal area of Bone Bay Southeast Sulawesi, the strategy should be: (1) Optimization of capture fishery potential through government support and regional autonomy by utilizing export market for superior fishery commodities. (2) Increasing fishing effort in offshore waters, utilizing local labor and utilizing local government support in fisheries and marine sectors. (3) Increasing capture productivity, increasing capital and limiting the number of imported fishery products into the local market. (4) Improving fishery facilities and infrastructure, improving the quality of fisheries human resources as well as maintaining the quality of the aquatic environment to offset the density of fishing activities around the coast.

### Suggestion

Based on these conclusions it is advisable to implement these four strategies consistently and provide sufficient budget to support the achievement of the strategy implementation.

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