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Feasibility Analysis, Planning, and Marketing of MSMEs Jambal Roti Asli "H. Udin Wijaya" in Pangandaran Regency, West Java

Junianto, Veronica*, Andrean Alief Musthopa, Aditya Nugraha Zain

Faculty of Fisheries and Marine Science, Padjajaran University, West Java, Indonesia

*E-mail address: Veronica21001@mail.unpad.ac.id

ABSTRACT

Pangandaran as a tourism sector is used as a leading sector, where the culinary aspects of fishery products are used as economic added value, one of which is jambal roti products. An MSME named Jambal Roti Asli H. Udin Wijaya is trying to develop the production of salted jambal fish from manyung fish and kadukang fish traditionally to utilize local potential and be used as souvenirs typical of Pangandaran. This article aims to find out the feasibility, planning and marketing of MSMEs Jambal Roti Asli H. Udin Wijaya. The method carried out is a survey method with direct observation and interviews with business owners. The research data were analyzed using value-added analysis and feasibility analysis by taking into account production costs, revenues and business profits. Based on the results of this MSME research, it has 3 store branches that process two types of bread jambal, namely super jambal and ordinary jambal. The result of the calculation of added value is Rp. 51,875/kg with a relatively high value-added ratio of 43%, R/C value obtained at $1.6 > 1$ and B/C of $0.6 > 0$ which shows that this MSME is feasible to run. The target market is tourists aged between 20-60 years who have the same consumer needs, namely physiological needs in the form of high protein content in the product. Promotion is done simply, namely by offline marketing and social media promotion of business owners.

Keywords: Ikan Kadukang, Ikan Manyung, Profit, Consumer, Revenue, Expenditure, Demand, Competitor, Promotion

1. INTRODUCTION

Pangandaran Regency is a New Autonomous Region in southern West Java Province which has an area of 101,092 Ha and a coastline of 91 km (Putri 2019). Pangandaran waters have considerable marine biological resources, making it a major location for the capture fisheries sector and marine tourism. Important contributions from these two sectors to the regional economy and the population around the Pangandaran area have been recorded (Apriliani *et al.* 2017). The large potential of fisheries in Pangandaran is also followed by the development of Micro, Small and Medium Enterprises (MSMEs), the processing industry of fishery product activities (Andhikawati & Permana, 2023).

The development of fishery-based products is very potential to be applied in Pangandaran Regency because it can be used as souvenirs for tourists who visit. One of the processed products that characterize Pangandaran is jambal roti. Jambal Roti is the result of fermented salt made from the raw materials of manyung fish (*Arius thalassinus*) (Rochima 2005), and kadukang fish (*Hexanemichthys sagor*). The processing of bread jambal in the Pangandaran area still uses traditional methods as an effort to get added value to fishery products or accommodate excess crops (Junianto *et al.* 2023).

Every business or business engaged in goods and services must conduct a feasibility study and marketing strategy analysis. Business feasibility is used to decide whether the business should be feasible or postponed or even canceled (Sulastri 2016). Indonesia's economy is highly dependent on Micro, Small and Medium Enterprises (MSMEs). The food industry in particular has made a large increase in contribution (Baiti *et al.* 2023). According to Rahmadani (2022), MSMEs are very influential in improving people's living standards and must be considered because they are the sector that absorbs the largest workforce in Indonesia up to 97%. One of the objectives of marketing strategy analysis is to increase sales of the products they produce (Hasibuan *et al.* 2023).

Micro, Small and Medium Enterprises (MSMEs) Jambal Roti H. Udin Wijaya is one of the Jambal MSMEs that is in great demand in the market and is widely known by consumers. Therefore, there is a need for an analysis of the feasibility, business planning and marketing strategies carried out by these MSMEs to understand the opportunities and challenges related to salted fish jambal roti MSMEs in Pangandaran. In addition, this article also wants to encourage collaboration between local industry players to support each other and develop the potential of Indonesia's natural resources in a sustainable manner.

2. RESEARCH METHOD

This research will be conducted from March 25 to April 22, 2024. The method carried out to analyze the planning and marketing of processed jambal roti products in this study is a survey method with direct observation and interviews with business owners. According to Monita and Yadi (2021), survey research is a study that takes samples directly from the population. While an interview is a conversation with a specific purpose. The conversation is carried out by two parties, namely the interviewer who asks the question and the interviewee who provides answers to the questions asked. In this study, the authors conducted semi-structured interviews with interview techniques *in-depth interview*, which is a data collection method often used in qualitative research.

The research sampling method is carried out using the *purposive sampling* method which is a method of sampling that is carried out deliberately with consideration so that the research objectives can be achieved optimally. The method of calculating added value using the Hayami method can be systematically formulated as follows (Table 1).

Table 1. Calculation of added value using the Hayami Method

No.	Variable	Unit	Formula
I. Output, Input and Price			
1.	Output	Kg	(1)
2.	Input	Kg	(2)
3.	Direct Labor	COOP	(3)
4.	Conversion Labor (1/2)	Rp/HOK	(1)/(2)
5.	Direct Labor Coefficient (3/2)	Rp/kg	(3)/(2)
6.	Output Price	Rp/HOK	(6)
7.	Direct Labor Wages	Kg	(7)
II. Reception and Profit			
8.	Raw Material Price	Rp/kg	(8)
9.	Other Input Contributions	Rp/kg	(9)
10.	Output Value (4x6)	Rp/kg	(10) = (4×6)
11.	Added Value (10-8-9) Value Added Ratio (11a/10)	Rp/kg %	(11a) = (10) - (8) - (9) (11b) = (11a) / (10) × 100%
12.	Labor Income (5x7) Labor Section (12a/11a)	Rp/kg %	(12a) = (5) × (7) (12B) = (12A) / (11A) × 100%
13.	Profit (11a-12a) Profit Rate (13a/11a)	Rp/kg %	(13a) = (11a) - (12a) (13B) = (13A) / (11A) × 100%
III. Remuneration of Owners of Factors of Production			
14.	Margin (10-8) Labor Income (12a/14) Other Input Contributions (9/14) Company Profit (13a/14)	Rp/kg % %%	(14) = (10) - (8) (14a) = (12a) / (14) × 100% (14b) = (9) / (14) × 100% (14c) = (13a) / (14) × 100%

Return Cost Ratio (R/C)

Return Cost Ratio (R/C) is a comparison between total receipts from sales proceeds with costs incurred during the production process. A business is said to be feasible if the R/C value > 1 means that the business provides profits. The greater the R/C value, the greater the level of profit obtained from the business (Soepanianondo *et al.* 2013). The formula used is as follows:

$$\frac{R}{C} = \frac{\text{Total Revenue}}{\text{Total Cost}}$$

Benefit Cost Ratio (B/C)

Benefit Cost Ratio (B/C) is a method carried out to see the amount of benefits received by these MSMEs. B/C is the comparison between profit and total costs incurred. A business can be said to be feasible and provide benefits if $B/C > 0$, the greater the value of B/C, the greater the business benefits will be (Sofyan 2003). The formula used is as follows:

$$\frac{B}{C} = \frac{\text{Total Benefit}}{\text{Total Cost}}$$

3. RESULT AND DISCUSSION

Profile UMKM



Figure 1. Jambal Roti Shop H. Udin Wijaya

Micro, Small and Medium Enterprises (MSMEs) Jambal Roti Asli H. Udin Wijaya is a traditional processing business. This MSME was founded by Alm. H. Udin Wijaya in Pangandaran around 1980, until now there are 3 branches managed by his son, namely Mr. Asep and Mrs. Hani. The central location of MSMEs is on Jl. E Jaga Lautan No. 13 Pantai Timur, Pangandaran Regency. This MSME initially focused on producing salted fish jambal roti from manyung fish raw materials. However, currently there is jambal roti from kadukang fish raw materials. These raw materials are processed into two types, namely jambal roti super and ordinary. The difference between the two types of jambal is based on the processing method used, in jambal roti super raw materials used *full* meat or boneless and the salting process is longer than ordinary jambal bread. In addition, super bread jambal is stored in the *freezer* while ordinary bread jambal is hung on the shop window, so the durability is lower which is less than 2 weeks. The workforce at the central MSME is 13 people with working hours starting at 07.00-16.00 WIB. In addition to jambal roti products, these MSMEs sell many raw materials and other fishery preparations such as dry, pasta, and wet preparations.



Figure 2. Regular Jambal Roti



Figure 3. Super Jambal Roti

Added Value

The concept of added value is the development of a product due to the addition of inputs or undergoing further processing. In this study, the results of the calculation of added value are presented in Table 2. Based on the calculations that have been carried out, the added value of MSMEs is Rp. 51,875/kg with a value-added ratio of 43% > 40%. These results show that Jambal Roti H. Udin Wijaya MSMEs have high added value.

Table 2. Calculation of added value using the Hayami Method

No.	Variable	Unit	Value
I. Output, Input and Price			
1.	Output		
	a. Jambal Super	Kg	1.000
	b. Common Jambal	Kg	200
2.	Input		
	a. Jambal Super	Kg	2000
	b. Common Jambal	Kg	400
3.	Direct Labor	Hoke (Her Org KRJ)	4,5
4.	Conversion Labor (1/2)	Rp/HOK	0,5
5.	Direct Labor Coefficient (3/2)	Rp/kg	0,0018
6.	Output Price		
	a. Jambal Super	Rp/kg	130.000
	b. Common Jambal	Rp/kg	110.000
7.	Direct Labor Wages	Kg	39.000
II. Reception and Profit			
8.	Raw Material Price		
	a. Jambal Super	Rp/kg	44.000
	b. Common Jambal	Rp/kg	24.000
9.	Other Input Contributions	Rp/kg	125

10.	Output Value (4x6)	Rp/kg	120.000
11.	Added Value (10-8-9) Value Added Ratio (11a/10)	Rp/kg %	51.875 43
12.	Labor Income (5x7) Labor Section (12a/11a)	Rp/kg %	73,125 0,14
13.	Profit (11a-12a) Profit Rate (13a/11a)	Rp/kg %	51.8 99,8
III. Remuneration of Owners of Factors of Production			
14.	Margin (10-8) Labor Income (12a/14) Other Input Contributions (9/14) Company Profit (13a/14)	Rp/kg % %%	52.000 0,14 0,24 99,6

Source: Processed Primary Data, 2024.

Table 3. Monthly Income of UMKM Jambal Roti H. Udin Wijaya

No	Information	Jambal Bread (Rp/month)
1	Total Receipts	
	A. Super Jambal	520.000.000
	b. Regular Jambal	88.000.000
2	Total Production Cost	386.300.000
3	Total Revenue	221.700.000

Source: Processed Primary Data, 2024.

Tabel 4. Return Cost Ratio dan Benefit Cost Ratio UMKM Jambal Roti H. Udin Wijaya

	Value	Information
R/C (%)	1,6	Proper
B/C (%)	0,6	Proper

Source: Processed Primary Data, 2024.

Consumer Analytics

Consumers of jambal roti are generally tourists visiting Pangandaran. According to Maulid & Abrian (2020), the demand for salted fish jambal roti is high and continuous because it is a typical souvenir for Pangandaran tourists. Consumer needs for jambal roti products vary greatly depending on individual preferences, eating habits, and the purpose of use. Based on the analysis of general consumer needs on jambal roti products are due to physiological needs, where jambal roti has a high protein content ranging from 16.81%-28.5%. In addition, the salt content is an important aspect because it is related to the safety and comfort of consumers in consuming it, the salt content of salted fish jambal roti originating from Pangandaran ranges from 4.76%-16.41% (Fauzi *et al.* 2022; Mawlid & Abrian, 2020). In general, consumers look for food products that are rich in nutrients, especially protein. According to Fajar *et al.* (2014), salted fish has a higher protein content than fresh fish, per 100 grams of fresh fish there is only 17% protein while per 100 grams of salted fish there are 42% protein content. In line with the research of Handajani (1994), the ratio of protein levels makes salted fish more beneficial for health. In addition, the organoleptic quality of jambal roti is also an important aspect in this consumer analysis. Based on the research of Fauzi *et al.* (2022), the appearance of salted fish jambal roti in Pangandaran in the good category is intact, clean, luminous according to its type and neat. Odor characteristics also affect the quality of salted fish, where good quality salted fish have a fragrant smell without additional odors. The texture of jambal roti is its own characteristic, the name "Jambal Roti" is because it has a meat texture like toast that is easily destroyed after frying. In addition, the taste of jambal roti that is commonly liked by consumers is a savory, delicious, distinctive taste, and of course the taste must be consistent in every product produced. The level of consumer liking is strongly influenced by these four characteristics. In addition, ease of use of the product is also very important, jambal roti is a practical side dish because it can be consumed immediately after frying without adding spices.

The target market of this jambal roti product is consumers between the ages of 20-60 years or starting from teenagers to parents both men and women because they have the same needs. All of these groups make this jambal roti product as a side dish that is delicious, practical and nutritious. In addition, the existence of H. Udin Wijaya jambal roti MSMEs is easily accessible to tourists because of its strategic location close to the beach also offers affordable prices so that consumers who buy jambal roti products at this MSME. The purpose of market segmentation is to obtain a part of the market that has a more uniform character and behavior. The purchase process of Jambal Roti H. Udin Wijaya MSME products can be purchased individually at the production site directly or through ordering via *whatsapp*. Salted fish jambal roti can be consumed periodically with a predetermined frequency and not *seasonality* or based on seasonality.

Competitor Analysis

The number of people and tourists who like jambal roti products makes this one of the triggers for competition between business actors, so that it will cause increasingly fierce business competition. Increasingly fierce business competition certainly makes business people will do all kinds of ways or develop certain strategies so that their products are in great demand by consumers and business people can win the competition. Solving a competition in building a business requires several factors, one of which is a strategy in competing so that the business that has been built can run well and still generate profits. The competition model that usually

occurs between business actors is in terms of price competition, product quality, and service to customers. The price set usually depends on the quality of the product and the type of fish used. This MSME pricing strategy is *Penetration Pricing*, which aims to facilitate products to enter markets where competition is tight. For super quality, the price starts from Rp. 130,000 per kg, while for ordinary quality the price starts from Rp. 110,000 per kg. In addition to price, competition in terms of product quality is also common among business people, products owned by each trader also have different qualities depending on the materials used.

Marketing Planning

Pangandaran has tourism potential, its tourism sector can be used as a *leading sector*, especially for developing areas such as Pangandaran Regency. Where there are many culinary aspects typical of Pangandaran Regency that can be used as economic added value. According to Assauri (2017) there are four basic elements in marketing consisting of the 4Ps, namely *product, price, place, and promotion*. Promotion can also be used as a marketing communication that is expected to increase product sales, namely around salted fish Jambal Roti. Implementing an effective strategy in promoting the products sold can have a tremendous impact.

Business actors do product promotion manually and simply. Promotion is carried out directly to consumers, such as by offering products at the time of sale. Promotions were also carried out on social media accounts by Jambal Roti Asli MSME workers H. Udin Wijaya. Then often taken photos and videos by consumers uploaded on their social media so as to help promote jambal roti products produced by MSMEs Jambal Roti Asli H. Udin Wijaya.

Production/Demand Analysis

The tastes of consumers are one of the factors that can influence consumer demand for an item. The demand for jambal roti occurs due to several factors, one of which is to be used as souvenirs for tourists who come to visit Pangandaran Regency. Not infrequently the demand for jambal roti comes from other regions, such as Bandung and Subang. Demand will affect the level of production, the more demand, the higher the level of production.

The production of jambal roti depends on the availability of manyung fish or kadukang fish as the main raw material. Companies must ensure stable and sustainable access to raw material supplies. The production process of jambal roti involves various stages, including weeding, washing, salting, soaking, and drying. Efficiency in every stage of production is the main key to ensuring adequate product quality and quantity.

Quality on products must continue to be maintained properly to maintain consumer confidence. Strict quality control must be applied in every stage of pre-production and post-production. Business actors must consider their production capacity in responding to market demands that may change at any time. Timely adjustment of production capacity is one of the important things to avoid supply shortages or waste of resources.

4. CONCLUSIONS

Based on the results of the added value analysis of MSMEs, Jambal Roti Asli H. Udin Wijaya has an added value of Rp. 51,875/kg with a relatively high value-added ratio of 43%,

meaning that every Rp. 100 value of jambal roti products contains an added value of Rp. 51,875. This MSME is feasible to run judging from the business feasibility analysis because it has an R/C value of 1.6, meaning that every expenditure of Rp. 1.00 then gets revenue of Rp. 1.60, a B/C value of 0.6 means that every expenditure of Rp. 1.00 then gets a net benefit of Rp. 0.60. The needs of MSME consumers are due to physiological needs, namely having a high protein content ranging from 16.81%-28.5%, as well as good and distinctive organoleptic quality of jambal roti. The target market for these MSMEs is consumers or tourists between the ages of 20-60 years because they have the same needs. The number of people who like jambal roti triggers competition between business actors. This jambal roti MSME product has the characteristics of price competition, product quality and service to customers.

The four basic elements of marketing are product, price, place and promotion. This MSME promotion is done simply, namely by direct promotion to tourists who visit, as well as on business owners' social media. The demand for MSMEs jambal roti is in addition to tourist souvenirs, there is also demand from outside the region such as Bandung and Subang. The production of jambal depends on the availability of manyung fish and kadukang fish as the main raw materials. The jambal production process involves various stages, namely weeding, washing, salting, soaking, and drying. With this article, it is expected to be able to carry out business planning and marketing of a product well. These MSME business actors need to maintain product quality to maintain consumer confidence and consider production capacity for market demand that can change over time.

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