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Marketing Strategy of Processed Fishery Products at Otak-Otak Selaras Legendaris MSMEs in Bandung City, Indonesia

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ABSTRACT

Otak-otak Selaras Legendaris is a traditional culinary product from Bandung, made from processed fish, and has been established since 1964. With a legacy spanning nearly six decades, it has become a well-known fish-based delicacy among both local residents and tourists. This study aimed to assess the business feasibility and develop appropriate marketing strategies for the Otak-otak Selaras Legendaris MSME. A descriptive method with a case study approach was employed in this research. The findings indicate that the business is both viable and profitable, as reflected in the R/C ratio of 2.67. Based on the SWOT analysis, the business falls within the aggressive quadrant, indicating a growth-oriented strategy. Recommended strategies include enhancing production efficiency, strengthening digital marketing efforts, developing product variations, establishing partnerships with resellers, improving packaging appeal, and optimizing financial management. With the implementation of these strategies, this MSME holds strong potential to expand its reach to both national and international markets

INTRODUCTION

Indonesia possesses significant potential in the marine and fisheries sector. As the world's largest archipelagic nation, the country's waters span approximately 5.8 million square kilometers, with an estimated annual fish production potential of around 12.54 million tons. Despite this, fish consumption rates remain relatively low, particularly in West Java and Bandung City, which stand at 40.76kg per capita and 34.16kg per capita, respectively. To address this issue, the Ministry of Marine Affairs and Fisheries (KKP) promotes innovation in fish-based food products to enhance public interest in their consumption **(KKP, 2024)**.

West Java ranks as the second-largest contributor to Indonesia's economy, accounting for 14.51% of the national GDP. The province is home to over 4.6 million MSMEs, employing approximately 9.7 million workers. This positions West Java—particularly Bandung, a city with a population of roughly 2.4 million—as a highly strategic area for the development of fishery processing MSMEs, due to its strong local culinary culture.

Table 1. Fish consumption rate in West Java

Year	Region	Fish Consumption Rate (Kg/Capita)
2023	Bandung City	34.16
2022	Bandung City	33.16
2021	Bandung City	35.26

(Source: West Java Central Bureau of Statistics 2023)

MSMEs form the foundation of Indonesia's economy and have been supported through various regulatory frameworks, such as Law No. 20 of 2008 and Government Regulation No. 7 of 2021, which simplify business licensing, empowerment programs, and access to financing. Furthermore, through the National Economic Recovery (PEN) Program 2020–2024, the government allocated a stimulus package worth IDR 121.9 trillion, with a fund realization rate of 92.3% for 2023.

One notable success story in the fisheries-based MSME sector is Otak-Otak Selaras Legendaris, a traditional mackerel-based product that has sustained its operations for more than sixty years. Recognized among the top five most favored fish-based processed foods, it now faces heightened market competition.

In this context, marketing strategies become a critical factor in determining MSME sustainability, particularly in the fisheries processing sector. According to **Nugroho *et al.* (2020)**, applying the marketing mix—comprising product, price, promotion, and distribution—can effectively enhance competitiveness and customer satisfaction. They also emphasized the need for innovation and responsiveness to consumer preferences to maintain market relevance. In today's digital landscape, leveraging social media and e-commerce has also proven advantageous. **Sari *et al.* (2021)** found that MSMEs adopting digital marketing strategies experienced a 35% increase in sales compared to those relying on traditional methods, indicating that digital outreach is essential for broader market access.

Based on this context, the present study aims to explore the marketing strategies adopted by the Otak-Otak Selaras Legendaris MSME in Bandung. The research also evaluates the business's feasibility from operational and market perspectives, identifies the challenges and opportunities involved in implementing digital marketing strategies, and formulates actionable recommendations to enhance competitiveness in the processed fish product sector—particularly for *otak-otak*. The findings of this study are expected to contribute practical insights for MSME actors, especially in designing innovative

marketing initiatives and effectively utilizing digital platforms. The resulting strategies are anticipated to not only increase product visibility in the local market but also support potential expansion into broader national markets.

MATERIALS AND METHODS

Location and time of research

This research was conducted in January 2025. The location of this research is Jl. Pesantren Wetan No.12, Pamoyanan, Kec. Cicendo, Bandung City, West Java 40163, Indonesia.

Types and methods of data collection

The object of this study is *otak-otak,* a traditional food that is a combination of meatball and *kamaboko* products **(Nurjannah, 2005)**. This study employs a descriptive method combined with a case study approach. Descriptive research is used to systematically, factually, and accurately portray phenomena and the relationships among observed variables **(Sugiyono, 2019)**. The case study method was selected to provide a deeper, contextual understanding of real-life situations and events experienced by the Legendary Otak-Otak Selaras MSME **(Yin, 2018)**.

The data collected include primary data obtained through observations, interviews, and questionnaires, as well as secondary data derived from literature, academic journals, and relevant documents. The study uses purposive sampling, a non-probability sampling technique where participants are selected based on specific criteria aligned with the research objectives. The total number of respondents in this study is 32, consisting of the business owner, employees, and 30 consumers who had purchased the product within the past six months.

Data analysis

Likert scale

To analyze the data, this study employed a Likert scale with five response categories, ranging from Strongly Agree to Strongly Disagree **(Sugiyono, 2006)**. This scale is widely used to quantitatively assess perceptions and opinions. Its effectiveness is supported by previous studies, such as **Setyawan *et al.* (2021)**, which demonstrated that case studies can effectively provide contextual understanding of MSME strategies. Additionally, **Baki *et al.* (2009)** emphasized the usefulness of the Likert scale in evaluating consumer satisfaction and preferences, particularly in the MSME sector.

Marketing strategy formulation analysis

Marketing strategy formulation refers to a structured set of steps designed to help businesses effectively introduce, promote, and distribute their products to consumers. The

tool used to formulate marketing strategies is SWOT analysis. For Legendary Otak-Otak Selaras MSME, a well-developed marketing strategy is vital for enhancing competitiveness, maintaining customer loyalty, and expanding market reach—both at the local and national levels.

In practice, marketing strategies are often built upon the marketing mix framework (4Ps): product, price, place, and promotion. For instance, product innovations such as new packaging designs or flavor variations can enhance attractiveness, while price optimization and the use of digital platforms—such as social media and e-commerce—can help broaden consumer outreach.

Research by **Ahmad *et al.* (2019)** affirms that MSMEs can thrive in competitive markets by applying marketing mix strategies tailored to the characteristics of their target markets. **Dastane *et al.* (2020)** further argue that integrating the 4Ps with digital strategies significantly improves marketing effectiveness, particularly in strengthening consumer relationships and fostering loyalty. The stages of formulating a marketing strategy include IFAS, EFAS, IFE, EFE matrix, and the Grand Strategy Matrix **(Rangkuti, 2018)**.

Internal factor analysis (IFAS) and external factor analysis (EFAS)

The Internal Factor Analysis Summary (IFAS) identifies internal elements that influence business sustainability, such as strengths and weaknesses in marketing, operational activities, and financial performance. On the other hand, the External Factor Analysis Summary (EFAS) highlights external opportunities and threats, including market trends and competitive dynamics.

According to **Rangkuti (2018)**, in conducting IFAS, strengths should be identified first, followed by weaknesses. In EFAS, opportunities are listed before threats. **Kaur *et al.* (2019)** also emphasized that the IFAS and EFAS frameworks are essential tools for MSMEs, as they assist in aligning business strategies with both internal capacities and external environmental conditions.

Internal factor evaluation (IFE) and external factor evaluation (EFE) matrix analysis

The Internal Factor Evaluation (IFE) matrix is a strategic tool used to assess a company's internal strengths and weaknesses. By identifying and evaluating internal factors, the IFE matrix enables businesses to develop more realistic and measurable strategies **(David, 2017)**. Meanwhile, the External Factor Evaluation (EFE) matrix is used to evaluate external opportunities and threats. This matrix assists businesses in recognizing opportunities that can be leveraged and identifying potential threats that should be mitigated **(David, 2017)**. According to **Zulfa (2021)**, EFE analysis provides insights into uncontrollable external factors that nonetheless have a significant impact on

business operations. The IFE and EFE values are determined using the scoring and weight method.

Grand matrix strategy

The Grand Matrix Strategy integrates the IFE and EFE matrices by plotting their total weighted scores into a four-quadrant matrix. Each factor in both matrices is assigned a weight and rating, and the total score is derived by multiplying the weights by the ratings. This method enables businesses to determine their strategic position and formulate appropriate strategies **(David, 2017)**. In the context of Legendary Otak-Otak Selaras MSME, the Grand Strategy Matrix helps identify the most suitable strategic direction by combining internal capabilities with external conditions. The matrix is divided into four quadrants:

$$\frac{S-W}{2} : \frac{O-T}{2}$$

Where:
S : Strength
W : Weakness
O : Opportunities
T : Threats

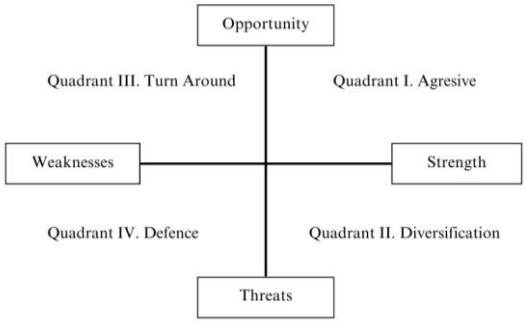

Fig. 1. SWOT Quadrant

Quadrant I: Indicates a company in a strong position with favorable external opportunities—best suited for an aggressive growth strategy.
Quadrant II: Represents a strong company facing significant challenges calls for a diversification strategy to explore long-term potential.
Quadrant III: Reflects a weak internal condition but promising market opportunities necessitates internal improvements to capture market share.
Quadrant IV: Characterizes a company with internal weaknesses and external threats best approached with a defensive or turnaround strategy.

Business feasibility

The financial feasibility analysis aims to evaluate whether a business is profitable and sustainable based on financial indicators. This includes calculating initial capital requirements, projected income statements, cash flows, and potential returns on investment. For Legendary Otak-Otak Selaras MSME, feasibility is assessed by comparing the total production cost with the expected revenue, using standard financial metrics. Parameters used to measure business feasibility include Cost of Goods Sold, Break-Even Point (BEP), Payback Periods (PP), Revenue to Cost (R/C) and total profit.

Cost of goods sold

One essential component is the Cost of Goods Sold (COGS). According to **Supriyono (2010)**, COGS refers to the total production cost attributed to a product, expressed in monetary terms. It includes direct expenses such as raw materials, labor, and overhead costs—either already incurred or anticipated in future production cycles. This measurement is critical for determining pricing strategies and evaluating overall profitability.

$$\text{Cost of Goods Sold} = \frac{TC}{Q}$$

Description:
TC : Total Cost (Rp)
Q : Quantity

Break even point (BEP)

According to **Maruta (2018)**, the break-even point is the state of a business that makes a profit and does not suffer a loss. A business is said to break even if the amount of revenue is equal to the amount of costs, or if the contribution profit can only be used to cover fixed costs. There are two types of BEP calculations, namely volume BEP and production price BEP. The calculations for volume BEP and price BEP are as follows:

$$\text{BEP Volume} = \frac{\text{fixed Cost}}{\text{Selling Price} - \text{Variabel cost per unit}}$$

$$\text{BEP Harga} = \frac{Fc}{1} - \frac{vc}{p}$$

Description:
Fc : Fixed cost
P : Price
Vc : Variable cost

Payback periods (PP)

Payback periods is the time required to recover the investment value of a project. For projects with a consistent cash flow pattern every year, the payback period calculation can be done in the following way:

$$pp = \frac{\text{Investment Total}}{\text{Net Profit}}$$

Revenue to cost (R/C)

According to **Hartono (2012)**, revenue and cost ratio analysis (R/C) is a measuring tool used to assess business feasibility by comparing total revenue with total costs. This ratio shows how much revenue is obtained for each rupiah spent. The R/C formula is as follows:

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

Where:

R/C > 1, then the business is feasible

R/C < 1, then the business is not profitable and not feasible.

R / C = 1, then the business is in a condition not to break even point.

Total profit

According to **Wilson and Sumampouw (2015)**, business profit is the difference between revenue and all costs and can be formulated in the following equation model:

Profit (**μ**) = Total revenue - Total Cost

Description:

Total Revenue > Total Costs, business is profitable

Total Revenue = Total Costs, business is not profitable and does not lose

Total Revenue < Total Costs, business is a loss

RESULTS

The results of the research that have been carried out show that there are several details of the costs that have been incurred by Otak-otak Selaras Legendaris MSMEs, namely investment and deprestiation.

Table 2. Investment and deprestiation of Otak-otak Selaras Legendaris MSMEs

No	Equipment	Total	Unit price (IDR)	Total cost (Rp)	Economic Life (months)	Depreciation Per Month (IDR)
1.	Mixer (capacity 100kg)	1	74,736,070	74,736,070	120	623,004
2.	Grinding Machine	1	100,000,000	100,000,000	120	833,333
3.	Otak-Otak Printing Machine	1	50,000,000	50,000,000	120	416.667
4.	Oven	1	150,000,000	150,000,000	120	1,250,000
5.	Knife (1 set)	1	500,000	500,000	60	8,333
6.	Tape and Place	1	20,000	20,000	60	333
7.	Digital Scale	1	150,000	150,000	60	2,500
8.	Streplete and Filling	1	15,000	15,000	60	250
9.	Scissors	1	15,000	15,000	60	250
10.	Cutting Board	1	100,000	100,000	60	1,667
11.	Stainless Utensils	1	100,000	100,000	60	1,667
12.	Spoon (1 set)	1	30,000	30,000	60	500
13.	Banana Leaf Container	1	30,000	30,000	60	500
	Total			**375,696,070**		**3,139,003**

(Source: Primary Data 2025)

Based on the data presented, the total investment cost in Otak-otak production reached IDR 375,696,070. The investment was mostly allocated for the purchase of production machinery and equipment, with the largest components being an oven of Rp 150,000,000 (39.9% of the total investment), a grinding machine of IDR 100,000,000 (26.6%), a 100kg capacity mixer of IDR 74,736,070 (19.9%), and an otak-otak molding machine of IDR 50,000,000 (13.3%).

Fixed cost

Table 3. Fixed costs of Otak-otak Selaras Legendaris MSMEs

No	Cost Components	Amount (IDR /month)	Total (IDR /year)
1.	Depreciation	3,193,003	37,668,036
2.	Tax	0	0
	Total	**3.193.003**	**37,668,036**

(Source: Primary Data 2025)

The fixed costs of otak-otak production operations were recorded at IDR 3,193,003 per month or IDR 37,668,036 per year. The primary component of these fixed costs is equipment depreciation, amounting to IDR 3,139,003 per month. The tax component was recorded as zero.

Variable costs

Table 4. Variable costs of Otak-otak Selaras Legendaris MSMEs

No	Cost Components	Quantity	Amount (IDR /month)	Total (IDR/year)
1.	tapioca flour	25 kg	202,000	2,424,000
2.	Sugar	50 kg	807,000	9,684,000
3.	Salt brick	40 pax	72,000	864,000
4.	Beans	50 kg	1,650,000	19,800,000
5.	Tenggiri Fish	180kg	12,000,000	144,000,000
6.	Grated Coconut	1 kg	18,000	216,000
7.	Brown Sugar	10 kg	180,000	2,160,000
8.	Pepper	20 pcs	95,000	1,140,000
9.	Chili	15 kg	360,000	4,320,000
10.	Banana Leaf	8 pcs	800,000	9,600,000
11.	Packing (Box, Plastic, Mica, Label)	18.000 pcs	2,000,000	24,000,000
12.	Gas	4 tubes	80,000	960,000
13.	Egg White	4kg	1,200,000	14,400,000
14.	Electricity	1 month	2,000,000	24,000,000
15.	Labor Costs	1 month	2,000,000	24,000,000
16.	Marketing Costs (ads Tokped, Grab)	1 month	300,000	3,600,000
17.	Costomer Costs Direct Message	1 month	100,000	1,200,000
	Total		**23,864,000**	**286,368,000**

(Source: Primary Data 2025)

Variable costs, the largest component is the main raw material in the form of mackerel at IDR 12,000,000 per month (50.3% of total variable costs), followed by packing costs of IDR 2,000,000 (8.4%), electricity at IDR 2,000,000 (8.4%), and labor at IDR 2,000,000 (8.4%).

Cost of goods manufactured (COGS)

Table 5. Cost of goods manufactured of Otak-otak Selaras Legendaris MSMEs

No	Cost Components	Amount (IDR)
1.	Total Production Cost	27,003,003
2.	Quantity	18.000
	Total	**1,500.17**

(Source: Primary Data 2025)

The cost of goods produced (COGS) to make 1 pcs of Otak-otak is IDR 1,500 with a production quantity of 18,000 pcs/month.

Break even point (BEP)

Table 6. Volume BEP value of Otak-otak Selaras Legendaris MSMEs

No	Cost Components	Amount (IDR)
1.	Fixed Cost	3,193,003
2.	Selling Price per Unit	4,000
3.	Variable Cost per unit	1,325.78
	Total	**1,174**

(Source: Primary Data 2025)

Table 7. Price BEP value of Otak-otak Selaras Legendaris MSMEs

No	Cost Components	Amount (IDR)
1.	Fixed Cost	3,193,003
2.	Selling Price per Unit	4,000
3.	Variable Cost per unit	1,325.78
Total		**4,695,201**

(Source: Primary Data 2025)

MSMEs Otak-otak Selaras Legendaris must sell 1,174 pieces of otak-otak/ worth IDR 4,695,201 to reach the break-even point.

Revenue

Table 8. Total revenue of Legendary Otak-otak Selaras MSMEs

No	Cost Components	Amount (IDR /Pcs)	Amount (IDR /month)	Total (IDR /year)
1.	Total Revenue	1,500.17	72,000,000	864,000,000
2.	Operating Cost	4,000	27,003,003	324,036,036
Total		**2,499.83**	**44,996,997**	**539,963,964**

(Source: Primary Data 2025)

The Legendary Otak-otak Selaras MSME is able to generate revenue of up to IDR 44,996,997 per month or IDR 539,963,964 per year.

Revenue to cost ratio

Table 9. Value of revenue/cost ratio of Otak-otak Selaras Legendaris MSMEs

No	Cost Components	Amount (IDR)
1.	Total Revenue	72,000,000
2.	Total Cost of Production	27,003,003
Total		**2.67**

(Source: Primary Data 2025)

The Revenue/Cost of this business can be calculated at 2.67, which indicates that every IDR 1 cost incurred generates revenue of IDR 2.67

Payback period (PP)

Table 10. PP value of Otak-otak Selaras Legendaris MSMEs

No	Cost Components	Amount (IDR)
1.	Total Investment	375,696,070
2.	Monthly Profit	17,993,994
Total		**21 (1 year and 9 months)**

(Source: Primary Data 2025)

The payback period is about 1 year and 9 months (exactly 20.88 months or 1 year 8 months and 26 days).

Analysis of internal factors (IFAS) and external factors (EFAS)

Table 11. Product strengths of Otak-otak Selaras Legendaris MSMEs

IFAS (Internal Factors Analysis Summary)
(Strength)
1. Otak - otak products are popular among all groups.
2. Otak-Otak products are easy to serve practically.
3. Otak-Otak products can be ordered flexibly (online or offline).
4. Otak otak products have an authentic taste
5. Otak otak products use quality raw materials

(Source: Primary Data 2025)

Table 11. Product weaknesses of Otak-otak Selaras Legendaris MSMEs

IFAS (Internal Factors Analysis Summary)
(Weakness)
1. The types and flavors of Otak-Otak offered are limited.
2. Limited production labor.
3. Less affordable price
4. Less strategic location.
5. Social media is less developed

(Source: Primary Data 2025)

Table 12. Opportunities of Otak-otak Selaras Legendaris MSMEs

EFAS (External Factors Analysis Summary)
(Opportunity)
1. Participate in culinary events.
2. Support from the government is in the form of MSME empowerment programs.
3. There are resellers who can help increase sales.
4. Can increase public awareness of the importance of fish consumption.
5. Growing demand

(Source: Primary Data 2025)

Tabel 13. Threats of Otak-otak Selaras Legedaris MSMEs

EFAS (External Factors Analysis Summary)
(Threat)
1. Seasonal changes affect the availability of raw materials, thus affecting the production of otak-otak
2. Increase in raw material prices.
3. Attractiveness still needs to be improved.
4. Competition from the emergence of new products
5. Products that are easy to imitate.

(Source: Primary Data 2025)

IFE

Table 14. IFE of Otak-otak Selaras Legedaris MSMEs

No	Internal Factor Evaluation (IFE)	Weight	Rating	Score
	Strength			
1.	Otak-Otak products are favored by all.	0.12	4.33	0.53
2.	Otak-Otak products are easy to serve practically.	0.12	4.30	0.52
3.	Otak-Otak products can be ordered flexibly (online or offline).	0.13	4.53	0.58
4.	Otak-Otak products have an authentic taste	0.12	4.27	0.51
5.	Otak-Otak products use quality raw materials	0.13	4.53	0.58
	Subtotals	**0.62**		**2.71**
	(Weakness)			
1.	The types and flavors of Otak-otak offered are still limited.	0.11	3.80	0.40
2.	Limited production labor.	0.05	1.73	0.08
3.	Less affordable prices	0.04	1.60	0.07
4.	Less strategic location.	0.06	2.30	0.15
5.	Social media is less developed	0.12	4.30	0.52
	Subtotals	**0.48**		**1.23**
	Total	**1.00**		

(Source: Primary Data 2025)

EFE

Table 15. EFE natrix of Otak-otak Selaras Legedaris MSMEs

No	Eksternal Factor Evaluation (IFE)	Weight	Rating	Score
	Opportunity			
1.	Participate in culinary events.	0.11	4.70	0.52
2.	Support from the government in the form of MSME empowerment programs.	0.10	4.33	0.44
3.	The existence of resellers who can help increase sales.	0.10	4.43	0.46
4.	Can increase public awareness of the importance of fish consumption.	0.10	4.27	0.43
5.	Demand that continues to increase	0.10	4.13	0.40
	Subtotals	**0.51**		**2.25**
	Threats			
1.	Seasonal changes affect the availability of raw materials, thus affecting the production of otak-otak	0.10	4.17	0.41
2.	Increase in raw material prices.	0.10	4.40	0.45
3.	Attractiveness still needs to be improved.	0.10	4.33	0.44
4.	Competition from the emergence of new products.	0.10	4.20	0.41
5.	Products that are easy to imitate.	0.09	3.63	0.31
	Subtotals	**0.49**		**2.03**
	Total	**1.00**		

(Source: Primary Data 2025)

Grand matrix strategy

$$\frac{\frac{S-W}{2}}{\frac{2.71-1.23}{2}} : \frac{\frac{O-T}{2}}{\frac{2.25-2.03}{2}}$$

$$= (0.74; 0.11)$$

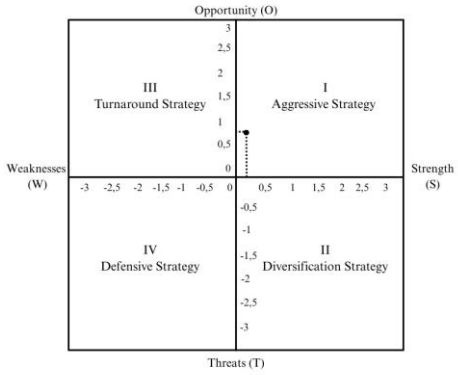

Fig. 2. Grand matrix strategy

Strategy formulation

Table 16. Strategy formulation

Internal / Eksternal	Strength	Weakness
	1. Otak – otak products are favored by all groups. 2. Otak – otak products are easy to serve practically. 3. Otak – otak products can be ordered flexibly (online or offline). 4. Otak – otak products have an authentic taste. 5. Otak – otak products use quality raw materials	1. The types and flavors of otak otak offered are still limited. 2. Limited production labor. 3. The price is less affordable. 4. Less strategic location. 5. Social media is less developed.
Oppurtunity (O) 1. Participation in culinary events. 2. Support from the government in the form of MSME empowerment programs. 3. The existence of resellers who can help increase sales. 4. Can increase public awareness of the importance of fish consumption. 5. Increasing market demand.	**Strategy (SO)** 1. Increase social media activities with interesting and interactive content to increase engagement and brand awareness 04. 2. Optimizing e-commerce through promotional strategies, discount programs, and increasing online store ratings. 3. Participate in culinary events to increase product visibility and appeal. O1 4. Develop reseller and dropshipper programs to expand distribution reach O3. 5. Diversify and provide products in practical and attractive packaging to increase competitiveness in the marketplace . W1	**Strategy WO** 1. Increase the flavor variants of otak-otak to be more competitive and attractive to new customers 2. Increase production capacity by adding manpower or automating some production processes 3. Provide more affordable price options with bundling strategies or special promos and giveaways 4. Optimize digital marketing with SEO and social media advertising to increase online sales
Threats (T) 1. Seasonal changes affect the availability of raw materials, thus affecting the production of otak – otak. 2. Increase in raw material prices. 3. Attractiveness still needs to be improved. 4. Competition from the emergence of new products. 5. Products that are easy to imitate.	**Strategy (ST)** 1. Maintain raw material stocks and cooperate with more suppliers to anticipate seasonal changes that affect raw material availability 2. Develop more attractive and environmentally friendly packaging innovations to increase competitiveness. 3. Increase customer loyalty with reward programs or special discounts for regular customers.	**Strategy (WT)** 1. Strengthen product differentiation so as not to be easily copied by competitors by introducing the uniqueness of otak-otak with premium ingredients 2. Develop location strategy by expanding distribution network through partners or pre-order system to overcome less strategic locations. 3. Increase engagement on social media with more interesting content, such as storytelling and customer testimonials.

DISCUSSION

Otak-Otak Selaras Legendaris is a culinary MSME based in Bandung, established in 1964 and specialized in high-quality processed mackerel fish products. This study, conducted using a descriptive method with a case study approach, involved 30 consumer respondents and two producers to assess business feasibility and formulate appropriate marketing strategies. Having survived across generations, the business operates with a

simple but effective organizational structure and serves a wide demographic. Over time, the business has transitioned from conventional to digital marketing strategies.

The financial analysis shows that the total investment required amounts to IDR 375,696,070 primarily allocated for durable equipment procurement. Monthly operational costs consist of fixed costs of IDR 3,193,003 and variable costs of IDR 23,864,000, totaling IDR 27,003,003. With a selling price of IDR 4,000 and a cost of goods sold (COGS) of IDR 1,500.17, the business can produce and sell 18,000 units per month, generating monthly revenue of IDR 72,000,000 or IDR 864,000,000 annually. The business reaches its break-even point at 1,174 units or IDR 27,003,003 in sales, indicating that it has already surpassed the break-even threshold. The R/C of 2,67 demonstrates the business's operational efficiency, while the payback period of 21 months reflects a strong potential for investment recovery in under two years. These indicators confirm the business's viability and promising future, supporting the view of **Maulana *et al.* (2025)** regarding the critical role of financial analysis in MSME feasibility.

An internal factor analysis using the IFE matrix revealed key strengths in raw material quality and order flexibility, while weaknesses were identified in limited social media presence and a narrow product range. The EFE matrix indicated external opportunities such as culinary event participation and threats including volatile raw material prices. Total scores for strengths (2.71), weaknesses (1.23), opportunities (2.25), and threats (2.03) place the business in Quadrant I (IFE: 0.74; EFE: 0.11) of the Grand Matrix Strategy, which suggests the adoption of an aggressive growth or SO (Strength-Opportunity) strategy **(David, 2017)** .

To support this strategy, the following initiatives are recommended: optimizing digital sales channels like Shopee, Tokopedia, GoFood, and GrabFood by utilizing features such as vouchers, flash sales, and SEO optimization **(Jatmiko, 2022)**, participating in bazaars or culinary festivals to increase exposure and gather direct consumer feedback **(Sirodjudin & Sudarmiatin, 2023)**, and enhancing digital presence through the creation of engaging content such as behind-the-scenes production videos, customer testimonials, educational content on fish nutrition, and live cooking sessions **(Widianti *et al.*, 2025)**.

Additionally, developing a network of resellers and dropshippers with attractive commission schemes can help expand distribution without incurring high operational costs. Product innovation—such as introducing cheese, spicy, or health-conscious flavor variants—and eco-friendly vacuum packaging are also essential for enhancing competitiveness.

These efforts can be effectively structured using the 4P marketing mix framework: product innovation, competitive pricing strategies, expanded digital distribution, and active promotions via social media and digital advertising **(Zulkarnaen & Sutopo, 2013; Luntungan & Tawas, 2019)**. With these strategic implementations, Otak-Otak Selaras

Legendaris has the potential to boost its competitiveness, broaden its market reach, and ensure long-term business sustainability.

CONCLUSION

This study concludes that Legendary Otak-otak Selaras MSME is financially feasible, with an investment of IDR 375.7 million, a monthly revenue of IDR 72 million, a BEP at 1,174 pcs, an R/C of 2.67, and a payback period of 21 months. Positioned in SWOT Quadrant I, the business is suited for an aggressive growth strategy through digital marketing, e-commerce, product diversification, and application of the 4P marketing mix to enhance competitiveness and market reach.

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