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## Vaname Shrimp (*Litopenaeus Vannamei*) Export Marketing Strategy in South Sulawesi

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### Abstract

Vannamei shrimp (*Litopenaeus vannamei*) is one of the most popular export fishery commodities in the world market. South Sulawesi, which is one of the exporting regions of vaname shrimp in Indonesia, has experienced an increase in exports in recent years, but is still experiencing several obstacles including the lack of raw materials for processing, unfulfilled regulations, and dependence on importing countries. This study aims to analyze marketing strategies and priority strategies that can be carried out for the export of vaname shrimp in the future. This research uses SWOT and QSPM analysis. The results showed that there are 12 vaname shrimp export marketing strategies that can be carried out in the future, where the priority strategies that can be carried out are expanding vaname shrimp market share, increasing the export quality of vaname shrimp to meet destination country regulations, increasing vaname shrimp production by utilizing aquaculture technology, to meet the supply of raw materials, to increase the value-added export vaname shrimp products, and to utilize the facilities and infrastructure from the government in carrying out export activities.

**Keywords:** Marketing Strategy; Export; Vaname Shrimp; SWOT; QSPM

### 1. Introduction

Exports are the main mechanism for growing a business as well as offering a larger market advantage with greater economies of scale. The international market is much larger and more competitive than the domestic market and its growth rate far exceeds that of the local market (Setiawan, 2019). Indonesia's shrimp exports only meet 8.8% of the world's total shrimp needs. Indonesia is one of the world's shrimp exporters, where Indonesia ranks fifth in the world's export share after China, Ecuador, Vietnam, and India.



According to Setiawan (2019), export opportunities for agribusiness commodities are still very wide considering that Indonesia's agricultural, fishery and plantation products have many advantages compared to other countries. For fishery and marine products such as tiger prawns, vannamei shrimp, lobsters, crabs, crabs, and seaweed.

In the international marketing of fish and fishery products, one of the difficulties faced by exporters is the different standards and rules imposed by importing countries to exporting countries to ensure that these products meet food safety requirements (Directorate of Market Access and Promotion, 2015). Another problem is the dependence of the market on certain countries so that if these countries are experiencing an economic crisis or relations are deteriorating due to political factors, it will have the impact of hampering trade flows (Primyastanto, 2014).

Vannamei shrimp exports in South Sulawesi in 2020 experienced an increase compared to 2018 and 2019. This increase provided an opportunity for South Sulawesi exporters to further increase the export volume of vannamei shrimp because it is a commodity that is in great demand in the global market. Based on the preliminary study, there are several problems experienced by exporters of vaname shrimp in South Sulawesi, including the lack of raw materials to be processed by exporters of South Sulawesi production. South Sulawesi products are not only bought by exporters from South Sulawesi, but there are also buyers from exporters outside Sulawesi so that exporters buy raw materials from other regions to fulfill export demand. Exporters also find it difficult to meet the requirements for exports to several countries and are dependent on importing countries regarding regulations and the amount of demand. Based on the description above, the purpose of this study is to determine the marketing strategies that can be used in the future and the priority strategies that can be carried out for the export of vaname shrimp in the future.

II. Methods

A. Location and Time of Research

This research was carried out in February 2021 - April 2021 at companies' X and Y which are vaname shrimp export companies, especially in the Makassar Industrial Estate (KIMA). The location was chosen purposively (deliberately) because it is an exporter of vaname shrimp in the province of South Sulawesi.

B. Sampling Technique

The population in this study are the parties related to the export of vaname shrimp in South Sulawesi, namely the vannamei shrimp export company, the South Sulawesi Trade Office, the South Sulawesi Marine and Fisheries Service, and the Makassar KIPM Center.

Tabel 1. Research Respondent Criteria

Table with 3 columns: No, Respond, Respondent Criteria. It lists 4 categories of respondents and their specific criteria for selection.

### C. Data Types and Sources

This research is a qualitative and quantitative research. Qualitative methods are used to describe the export marketing system of vaname shrimp in South Sulawesi, while quantitative methods are used to calculate IFAS, EFAS, and QSPM. The sources of data used in this study are as follows:

1. Primary data, namely data obtained directly from respondents, in the form of information regarding internal and external factors of vaname shrimp export marketing in the company and data collected from distributing questionnaires to respondents.
2. Secondary data is data obtained from books, records and research or documents collected to support primary data. Secondary data in this study includes data sourced from vaname shrimp exporters, related agencies, namely the Department of Marine Affairs and Fisheries of South Sulawesi Province and the Trade Office of South Sulawesi Province, and the Makassar KIPM Center.

### D. Analysis Method

To perform an analysis of the data that has been obtained, the following data analysis is used:

1. SWOT analysis, which is used to formulate a strategy for export marketing of vaname shrimp in South Sulawesi. Before making a SWOT factor matrix, it is necessary to first know the internal strategy factors (IFAS) and external strategic factors (EFAS) by assigning values and weights (Rangkuti, 2017).
2. QSPM (Quantitative Strategic Planning Matrix) analysis, namely the decision stage to determine alternative strategies that have been made at the matching stage to be used. The number of alternative strategies will be measured which strategy suits the company (David, 2018).

### III. Results and Discussion

Vannamei shrimp is one of the most exported fishery commodities. South Sulawesi vaname shrimp is exported to several countries including Japan, China, Russia, the United States and other countries. Japan is the main export destination for Vannamei shrimp in South Sulawesi. Vaname shrimp to be exported is processed into several types, namely headless, with frozen tail, fit for human consumption, fresh or chilled, and breeder.

Marketing carried out by South Sulawesi exporters follows the L/C (Letter of Credit) flow. The form of promotion carried out by exporters is exhibition, but this is no longer carried out because exporters and importers already know each other. The exporter will offer the vaname shrimp that is owned, then if interested, there will be a party from the importer who checks or is inspected by the exporter. South Sulawesi vaname shrimp exporters, namely:

Table 2. List of Vaname Shrimp Export Companies

No	Company Name
1.	PT. Bogatama Marinusa
2.	PT Mitra Kartika Sejati
3.	PT Multimomonodon Indonesia
4.	PT South Suco
5.	PT Wahyu Pradana Mulia
6.	PT Dunia Marine Indonesia

The export value and volume of South Sulawesi in recent years are as follows:

Table 3. Value and Export Volume of Vaname Shrimp in South Sulawesi in 2016-2020

No	Year	Value (USD)	Volume (kg)	Value (USD/kg)
1	2016	16.559.377	2.027.273	8,17
2	2017	12.825.806	1.479.570	8,67
3	2018	11.202.986	1.287.184	8,70
4	2019	38.248.373	4.842.134	7,90
5	2020	56.174.490	6.514.117	8,62

Source: Secondary data DISPERINDAG Sulsel, 2021

Factors that cause fluctuations in the value and volume of shrimp exports are depending on the large demand from importers and the large supply of shrimp from other producing countries.

The research process carried out is collecting data on internal and external factors including strengths, weaknesses, opportunities and threats. The data obtained were then analyzed using the IFAS and EFAS matrices, the SWOT matrix, and the QSPM matrix. The results obtained are as follows:

Table 2. IFAS (Internal Strategic Factors Analysis Summary) Matrix

No.	INTERNAL STRATEGY FACTORS	Weight	Rating	Weight x Rating
<b>STRENGTH</b>				
1	The potential of large vaname shrimp	0.13	3.3	0.44
2	The quality of vaname shrimp has met food quality standards to several destination countries.	0.13	3.10	0.41
3	Availability of vaname shrimp export market	0.13	3.00	0.38
4	Direct distribution to the destination country	0.12	3.10	0.38
5	International shrimp prices are quite stable and stable	0.12	3.00	0.37
Sum		0.64		1.98
<b>DEBILITATION</b>				
1	The amount of competition for raw materials of vaname shrimp	0.12	2.60	0.32
2	Export requirements to the EU are difficult to meet	0.12	2.50	0.30
3	Low diversion of export vaname shrimp products	0.12	3.10	0.38
Sum		0.36		0.99
<b>Total</b>		<b>1.00</b>		<b>2.97</b>

Source: Primary data after processing, 2021

Based on the table above, the strength weight score is 1.98 and the weakness weight score is 0.99 so that the total internal factors weight score is 2.97 which indicates that the export marketing function of South Sulawesi vaname shrimp shows a strong internal position. David (2018) states that a total IFE weight score below 2.5 indicates a weak internal position, while a score above 2.5 indicates a strong internal position.

The biggest strength that is owned by exporters in South Sulawesi is the huge potential of vaname shrimp. The results found by Hayati (2016) that the biggest strength of Indonesian shrimp exports is shrimp production which continues to increase.

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**Table 3. EFAS Matrix (External Strategic Factors Analysis Summary)**

No	EXTERNAL STRATEGY FACTORS	Weight	Rating	Weight x Rating
<b>CHANCE</b>				
1	Market need for large vaname shrimp	0.15	3.30	0.50
2	Government support for exports	0.14	3.10	0.44
3	Technological developments are increasing	0.14	3.00	0.43
Sum		0.44		1.37
<b>THREAT</b>				
1	The emergence of new competitors in the purchase of local vaname shrimp raw materials	0.15	2.80	0.41
2	Competition with other countries	0.13	2.70	0.36
3	The Covid 19 pandemic	0.15	2.80	0.41
4	Food quality standards of the destination country	0.14	2.70	0.37
Sum		0.56		1.55
<b>Total</b>		<b>1.00</b>		<b>2.92</b>

Source: Primary data after processing, 2021

From the results of the analysis of the calculation of external factors in the table, a total score of 2.92 is obtained. David (2018) states that a total EFE weight score below 2.5 indicates a weak external position, while a score above 2.5 indicates a strong external position. Therefore, the export marketing of vaname shrimp in South Sulawesi, which has a total score of 2.92, indicates a strong external position.

The biggest opportunity owned by exporters in South Sulawesi is the market demand for large vaname shrimp. The results of the research presented by Hayati (2016) that demand for Indonesian shrimp exports have increased to become the largest opportunity for Indonesian shrimp exports.

After carrying out the input stage of internal and external factors, the next step that must be done is the matching stage, namely the analysis stage of the external and internal factors that have been identified to create strategic alternatives. The SWC matrix can describe how the opportunities and threats from the export marketing of vaname shrimp are anticipated with their strengths and weaknesses. This matrix can produce four sets of alternative strategies, namely as follows (Rangkuti, 2017):

Table 4. Swit Matrix

EFAS	<b>STRENGTH</b> 1. The potential of large vaname shrimp 2. The quality of vaname shrimp has met food quality standards to several destination countries. 3. Availability of vaname shrimp export market 4. Direct distribution to the destination country 5. International shrimp prices are quite stable and stable	<b>WEAKNESS</b> 1. The amount of competition for raw materials of vaname shrimp 2. Export requirements to the EU are difficult to meet 3. Low diversion of export vaname shrimp products
EFAS		
<b>OPPORTUNITIES</b> 1. Market need for large vaname shrimp 2. Government support for exports	<b>S-O</b> 1. Expanding export market share 2. Utilizing the facilities and infrastructure of the government in carrying out export activities	<b>W-O</b> 1. Improving the quality of south Sulawesi vaname shrimp production 2. Multiplying shrimp products

3. Technological developments are increasing	3. Maximize the quality and quantity of export products by utilizing technology	vaname export valueadded (value added) 3. Increase the production of vaname shrimp by utilizing cultivation technology to meet the supply of raw materials
<b>THREATS</b> 1. The emergence of new competitors in the purchase of local vaname shrimp raw materials 2. Competition with other countries 3. There is a Covid 19 pandemic. 4. Food quality standards of the destination country	<b>S-T</b> 1. Improving the quality of vaname shrimp exports to meet the food quality standards of the destination country 2. Requires a team of researchers and innovations to monitor market developments (addition of destination countries to suit economic conditions and quality standards) 3. Increase hubungan partners with local cultivators	<b>W-T</b> 1. Maintain the supply of shrimp raw materials so that the supply of shrimp is guaranteed 2. Optimize exports to countries that are not too affected by the pandemic 3. Maximize sales of portions of processed vaname shrimp export products

Source: Primary data after processing, 2021

From the SWOT matrix, there are 12 strategies that can be used in the export marketing of vaname shrimp in South Sulawesi. These strategies are entered into the QSPM matrix in order to know the attractiveness score and the total attractiveness score of each strategy.

TAS results obtained are as follows:

Table 5. QSPM Matrix

No.	Alternative Strategies	Total Attraction	Priority Order
1	Expanding export market share	5.959	1
2	Utilizing the facilities and infrastructure of the government in carrying out export activities	5.816	5
3	Maximize the quality and quantity of export products by utilizing technology	5.798	7
4	Improving the quality of south Sulawesi vaname shrimp production	5.808	6
5	Multiplying shrimp products vaname export valueadded (value added)	5.851	4
6	Increase the production of vaname shrimp by utilizing cultivation technology to meet the supply of raw materials	5.903	3
7	Improving the quality of vaname shrimp exports to meet the food quality standards of the destination country	5.917	2
8	Requires a team of researchers and innovations to monitor market developments (addition of destination countries to suit economic and regulatory conditions)	5.422	9
9	Improve partner relationships with local cultivators	4.773	10
10	Maintain the supply of shrimp raw materials so that the supply of shrimp is guaranteed	4.978	11
11	Optimize exports to countries that are not too affected by the pandemic	5.352	12
12	Maximize sales of processed vaname shrimp export products	5.768	8

Source: Primary data after processing, 2021

David (2018) states that a higher total attractiveness indicates the most attractive strategy from the alternative set. Based on the table above, the priority strategies that can be used in the export marketing of Vannamei shrimp in South Sulawesi are as follows:

**a. Priority 1: Expanding the market share of vaname shrimp with a total attractiveness score (TAS) of 5,959.**

The export market for vaname shrimp is very large because it is in great demand by outsiders. The large world demand for this commodity is an opportunity to expand the export market of South Sulawesi, followed by sufficient and relatively stable international prices. Dimantara & Elida (2020) revealed that Indonesian export commodities are more in demand because their prices are more competitive. Indonesian shrimp also tend to be much more convincing than similar products from other shrimp-producing countries (Arif Miladi, 2018). In addition, the quality advantage of Indonesian shrimp compared to other shrimp producing countries is that it is not infected with EMS disease (Mohani et al, 2016).

Research conducted by Hayati (2016) revealed that Indonesian shrimp commodities still have opportunities for export, so alternatives are needed to expand market share. Efforts can be made to expand export market share, namely by maintaining the quality and quantity of production supply in accordance with the demands of consumer countries, participating in trade fairs (Suryawati et al, 2019).

**b. Priority 2: Improving the quality of vaname shrimp exports to meet destination country regulations with a total attractiveness score (TAS) of 5,917.**

The quality standard determined by the importing country is a demand that must be met by South Sulawesi exporters. Regulations are enforced so that residents of the destination country are safe from hazardous materials contained in imported products. Quality improvement is carried out so that export vaname shrimp can enter export markets that have higher food quality standards. This is in line with research conducted by Wahidin & Purnhagen (2018) which states that export companies must comply with the food requirements, laws and regulations set by the importing country. The quality standards of fishery products that apply are different in each destination country (Adam, 2018). Research conducted by Wahyudi et al (2019) stated that improving the quality of export products strengthens the competitiveness of Indonesian shrimp commodities. Ashari et al (2016) also revealed that increasing the competitiveness of shrimp can be done by increasing the production and quality of export products. Thus, export destination countries will trust and continue to increase their shrimp exports from Indonesia.

Improving the quality of export products is important to win competition in the global market (Ramana & Retnosari, 2018). Quality improvement can be done through proper handling and maintenance for export shrimp (Rahman et al, 2012). In addition, exporters can also improve quality by strengthening competence through training programs and teamwork (Claver-Cortés & González, 2018).

**c. Priority 3: Increase vaname shrimp production by utilizing aquaculture technology to meet the supply of raw materials with a total attractiveness score (TAS) of 5,903**

South Sulawesi vaname shrimp production needs to be maximized again in order to meet the needs of exporters, thereby reducing the purchase of raw materials from outside the region. Purchases from outside this area cost more than purchases in South Sulawesi. Hasan et al (2015) revealed that the lack of raw materials even though the demand for the shrimp market is very large in the world market is one of the obstacles to the export of vaname shrimp.

The exact process of vaname shrimp culture affects the quantity and quality of the vaname shrimp produced. Most of the South Sulawesi cultivators still cultivate vaname shrimp in a simple way. The shift to intensive and supra-intensive vaname shrimp cultivation can produce maximum export of vaname

shrimp. Hayati (2016) also stated that intensive polyculture farming methods are considered capable of eliminating white spot disease in shrimp so as to maintain the level of shrimp production to meet export demand. White spot disease is easy to attack on the swimming legs of vanamei shrimp (Hidayani et al, 2015). In addition, the creation of new ponds can also be done to increase the production of vaname shrimp (Haris et al, 2019).

Purchasing raw materials outside the province can be overcome by the application of advanced technology by producers (Nguyen et al, 2017). Another study conducted by Wati et al (2013) revealed that the development of aquaculture with better quality can also maintain the export market.

**d. Increase export value-added vaname shrimp products with a total attractiveness score (TAS) of 5,851.**

The market for processed shrimp in the domestic and foreign markets is quite promising because it is in demand by consumers. In addition, processed products also have added value compared to fresh shrimp. Suryawati et al (2019) revealed that the processed shrimp market in domestic and foreign markets is quite promising because it is in demand by consumers. In 2012-2017 the increase in the share of Indonesian processed shrimp exports was greater than the increase in the share of world shrimp exports. Indonesia can take great advantage by exporting more processed shrimp at a time when the demand for processed products increases (Mashari et al, 2019). In addition, products that have added value can compete with other competing countries in the export market (Haryotejo, 2013).

Product diversification is able to increase volume due to the variety of export vaname shrimp products that consumers can choose from in importing countries. The lifestyle of today's society prefers ready-to-process products. Therefore, innovation must be carried out through product diversification in order to adapt to the needs of today's consumers. Ghifarini et al (2018) stated that the innovation of processed products will provide a little added value, making producers get a lot of benefits. Product diversification is also able to increase market expansion if exporters are able to provide a lot of funds and appropriate technology (Hayati, 2016).

Another study conducted by Akter (2017) stated that to carry out diversification, more training facilities were needed, especially to improve the skills of workers. Another effort that can be made to increase value-added products is that companies can seek investment for processed shrimp products in order to meet consumer needs (Suryawati et al, 2019).

**e. Priority 5: Utilizing government facilities and infrastructure in carrying out export activities with a total attractiveness score (TAS) of 5,816**

Today's export competition requires exporters to excel in the production and marketing of vaname shrimp. This can be done by taking advantage of the availability of facilities provided by the government and increasing technological developments. Makassar Port has a backup development area that can serve national and international container transportation at least 3,500,000 TEUs/year, has served national and international container transshipment (Duakaju et al., 2018).

The government provides guidance to business actors in the form of intensive provision, facilities, market opportunity information, technical guidance, as well as promotion and marketing assistance for export development (Suparji, 2014). The Indonesian government shows support by collaborating with financial institutions to provide loans for those involved in export activities (Wati, 2018). The government is also preparing a program to increase innovation, adoption and technology to increase shrimp production that has added value (Yusuf et al., 2021). This support from the government can be used by business actors in South Sulawesi to increase vaname shrimp exports.

### Conclusion

There are 12 alternative strategies that can be used in the export marketing of vaname shrimp, namely expanding the export market share; Utilize the facilities and infrastructure from the government in carrying out export activities; Maximizing the quality and quantity of export products by utilizing technology; Improving the quality of South Sulawesi vaname shrimp production; Increase export value added vaname shrimp products (value added); Increase the production of vaname shrimp by utilizing aquaculture technology to meet the supply of raw materials; Improving the export quality of vaname shrimp to meet the food quality standards of the destination country; Requires a research and innovation team to monitor market developments (adding destination countries according to economic and regulatory conditions); Improve partner relations with local farmers; Maintain the supply of shrimp raw materials so that the supply of shrimp is guaranteed; Optimizing exports to countries less affected by the pandemic; Maximizing sales of processed vaname shrimp export products. The priority strategy that can be used in the export marketing of Vannamei shrimp in South Sulawesi is Priority 1: Expanding the export market share of Vannamei shrimp. Priority 2: Improving the export quality of vaname shrimp to meet the food quality standards of the destination country. Priority 3: Increase the production of vaname shrimp by utilizing aquaculture technology to meet the supply of raw materials. Priority 4: Increase export value added vaname shrimp products (value added). Priority 5: Utilizing government facilities and infrastructure in carrying out export activities.

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