

Political Institutions and Democratic Development in Nigeria

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ARTICLE INFO	ABSTRACT
<i>Keywords: Marketing Strategy, Amplang, PT Ahar Sentosa, Marketing Mix, SWOT Analysis</i> <i>Received : 23 February</i> <i>Revised : 23 April</i> <i>Accepted: 24 May</i> ©2026 Selvi, Novitasari, Hanjan: This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International license. 	This study analyzes the marketing strategy for PT Ahar Sentosa's amplang products using an observational approach, interviews, and SWOT analysis with the IFAS-EFAS matrix. The implemented marketing strategies encompass four elements: products with two flavor variants certified by the Indonesian Food and Drug Administration (BPOM), competitive pricing based on <i>cost-plus pricing</i>, distribution through both offline channels (souvenir shops, minimarkets, *direct selling*) and online channels (Facebook, WhatsApp), as well as promotion through video content on social media and active participation in local to national SME exhibitions. The results of the IFAS and EFAS matrix analyses each yielded a total score of 2.80, with a difference between strengths-weaknesses and opportunities-threats of +1.40. This places the company in Quadrant I (Aggressive Strategy/SO), reflecting a strong internal position alongside significant external opportunities that can be leveraged to drive business growth and expansion more effectively.

INTRODUCTION

The fisheries sector is one of the key pillars of Indonesia's economy, playing a strategic role as a provider of jobs, a source of income for the community, and a generator of foreign exchange for the country. Indonesia's fisheries production continues to increase every year, reaching 12.12 million tons—a 3.77% increase compared to the previous year (KKP, 2020). In West Sulawesi Province, the potential for marine and fisheries resources is immense, with a coastline stretching 617.5 km and a capture fisheries potential of 1.02 million tons per year (DKP, 2024). The utilization of fisheries resources is achieved through innovative processed products that add value, such as diversifying processed fish products—including fish balls, nuggets, or fish flakes—which not only extend the shelf life of the commodities but also significantly increase the product's market value compared to fresh forms (Hafiludin, 2025). Amplang is a processed fish product in the form of a cracker with a distinctive flavor, made from milkfish (*Chanos chanos*), tapioca flour, chicken eggs, sugar, vegetable oil, and seasoning. This product is not only popular as a snack but also as a regional specialty souvenir (Darwis, 2024; Pratama, 2023). PT Ahar Sentosa is a fisheries business in Mamuju Regency, West Sulawesi, established in 2012. The company produces various processed fishery products, including milkfish amplang as its flagship product (Nur, 2023; Darwis, 2024). In the face of increasingly intense competition in the snack food industry, companies need to implement appropriate and well-planned marketing strategies to maintain and increase their market share (Hasan, 2022; Surono, 2021). Effective marketing strategies encompass the 4Ps of marketing: product, price, place, and promotion (Firmansyah, 2023; Swastha, 2020). Additionally, a SWOT analysis is necessary to identify the company's strengths, weaknesses, opportunities, and threats. Based on this background, this study aims to: (1) analyze the marketing strategies for amplang products implemented by PT Ahar Sentosa, and (2) identify the challenges faced in marketing amplang products. This study offers novelty in its research focus, specifically integrating the 4P marketing mix analysis with a SWOT analysis based on the IFAS-EFAS matrix for a local processed fishery product—namely, PT Ahar Sentosa's milkfish amplang in Mamuju Regency, West Sulawesi. Unlike previous studies, which generally examined marketing strategies for processed fishery products separately or for dominant commodities such as shrimp and tuna, this study highlights milkfish amplang as a flagship product of local SMEs that has not yet been comprehensively studied from a strategic perspective. Furthermore, the application of the IFAS-EFAS matrix within the context of the fish-based snack industry in West Sulawesi contributes to enriching the literature on fisheries agribusiness marketing management in Eastern Indonesia.

In practical terms, this study contributes to providing data-driven strategic recommendations for PT Ahar Sentosa to optimize its position in Quadrant I (Aggressive Strategy/SO), enabling the company to fully leverage its internal strengths and external opportunities. More broadly, the results of this study can serve as a reference for fisheries MSMEs in West Sulawesi in designing structured marketing strategies to enhance the competitiveness of local processed products in both regional and national markets.

METHODOLOGY

Time and Location

This research was conducted over a two-month period, from January to February 2026. The research was centered at PT Ahar Sentosa, located in Mamuju Regency, West Sulawesi Province. This location was selected through *purposive sampling*, considering that the company is one of the active and representative fish processing units (milkfish amplang) in the Mamuju region.

Data Types and Sources

This study employs a qualitative descriptive approach. Primary data was obtained directly through *in-depth interviews* with key informants selected via *purposive sampling*: the business owner (Mrs. Hartatika, 55 years old) and a production department employee (Nur Indah Sari, 22 years old, with 2–3 years of service). The selection of these two informants was based on the consideration that the business owner has full authority over strategic marketing decisions, while the production department employee has direct knowledge of the company's operational processes. The number of informants was deemed sufficient given the business's scale as an SME with a relatively simple organizational structure, ensuring that these two informants represent relevant and comprehensive information sources. Secondary data was obtained from sales reports, production volume data, and relevant literature.

To ensure data validity, this study applied source triangulation, which involves comparing and confirming information obtained from business owners, employees, and company documents. Additionally, methodological triangulation was conducted by combining interview results, field observations, and documentary studies to ensure the consistency and credibility of the collected data.

Data Collection Techniques

Data collection was conducted through: (1) in-depth interviews with business owners and employees regarding marketing strategies; (2) direct observation of production, packaging, and distribution activities; (3) open-ended questionnaires administered to key informants; and (4) documentation in the form of photographs and the collection of production and sales records.

Data Analysis

The data was analyzed using SWOT analysis with the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. The IFAS matrix was developed by identifying the company's internal factors, which include strengths and weaknesses, while the EFAS matrix was developed based on the identification of external factors, which include opportunities and threats.

Each factor in both matrices is assigned a weight ranging from 0.0 to 1.0 based on the relative importance of each factor to the company's success, with the total weight of all factors in each matrix summing to 1.0. Weight determination was conducted through discussions and joint assessments with key informants using the paired comparison method. Next, each factor is rated on a scale of 1–4, where for the

IFAS matrix, a score of 4 = major strength, 3 = minor strength, 2 = minor weakness, and 1 = major weakness. For the EFAS matrix, a score of 4 = very good response, 3 = above-average response, 2 = average response, and 1 = below-average response. The weighted score is obtained by multiplying the weight and rating of each factor, then summing them to produce a total score. The total IFAS score is 2.80 with a difference between strengths and weaknesses of +1.40, and the total EFAS score is 2.80 with a difference between opportunities and threats of +1.40, indicating that the company is in Quadrant I (Aggressive Strategy/SO).

The results of the analysis of these two matrices are then integrated into a SWOT matrix to formulate alternative strategies: SO (Strengths-Opportunities), ST (Strengths-Threats), WO (Weaknesses-Opportunities), and WT (Weaknesses-Threats) as the basis for comprehensive marketing strategy recommendations.

RESEARCH RESULT

Overview of PT Ahar Sentosa

PT Ahar Sentosa was established in 2012, originating from the Family Welfare Empowerment (PKK) program. The owner, Mrs. Hartatika, participated in an entrepreneurship training program representing Mamuju Regency. With an initial capital of Rp200,000, the business began by processing bananas and later expanded to produce milkfish-based amplang as its main product. Currently, the company also produces banana chips, sambal penja, penja kremes, and other processed products. PT Ahar Sentosa's amplang is available in two flavor variants: original and balado. The original variant has a larger customer base, so production is primarily focused on that variant. The products have been certified by the Indonesian Food and Drug Administration (BPOM) and use modern aluminum foil packaging that maintains the freshness and crispness of the products (Aida *et al.*, 2023; Darwis *et al.*, 2023).

Marketing Mix Strategy (4Ps)

Product Strategy

PT Ahar Sentosa's product strategy focuses on maintaining the quality of raw materials and the consistency of the production process. Based on an interview with the owner, the company ensures that the milkfish used is always fresh, avoids the use of hazardous chemicals, and adheres to established recipes to maintain consistent flavor. The use of fresh, high-quality raw materials is a key factor in maintaining the organoleptic characteristics of processed fishery products so that they remain appealing to consumers (Aida *et al.*, 2023). Product storage standards require keeping items in a closed, light-protected environment to preserve quality, as direct exposure to light and oxygen can trigger lipid oxidation reactions that cause rancidity in dried products (Syarif, 2016). Packaging innovations have been implemented several times, ranging from standard plastic packaging to the use of safer and more hygienic aluminum foil. This modern aluminum foil-based packaging offers highly effective barrier properties to protect the product from moisture and external contamination, while also serving as a visual communication medium that enhances market appeal (Pratama, 2014). Consumer feedback regarding product quality and packaging has been positive, with no complaints received during operations.

This success in minimizing customer complaints demonstrates that the consistent application of quality standards is directly proportional to consumer satisfaction and loyalty in both local and regional markets (Kotler *et al.*, 2018).

Pricing Strategy

PT Ahar Sentosa sets the price of its amplang products using a cost-plus pricing approach integrated with customer value analysis. The company sets prices starting at Rp15,000 per unit, where this pricing formula is based on calculations of raw material costs, modern packaging costs, and a profit margin that takes into account the purchasing power threshold of consumers in the West Sulawesi region (Aida *et al.*, 2023). Theoretically, pricing based on production costs and market expectations is crucial for ensuring the long-term sustainability of micro and small businesses (Hubies, 2012). Based on observations, the prices offered are competitive compared to similar products in the local Mamuju market. The company also employs psychological pricing strategies by offering special promotions during the end-of-year period. This step aims to stimulate a surge in sales volume and accelerate the company's cash flow turnover (Kotler *et al.*, 2016). Testimonials from employees reinforce the indication that the implemented pricing strategy has reached the appropriate *equilibrium* point, marked by high market acceptance and minimal consumer complaints regarding the product's economic value. From a marketing management perspective, consistency between perceived product quality and the price paid is key to building customer loyalty (Tjiptono, 2019).

Distribution Strategy

s implemented a dual distribution strategy that integrates offline and online channels to optimize market reach. For its offline channels, s has established strategic partnerships with various souvenir shops in Mamuju City and minimarkets, and conducts *direct sales* at its production site. The utilization of these various distribution channels is a crucial step for fish processing SMEs to expand market penetration and reduce reliance on a single consumer segment (Hidayat, 2015). This strategy is also effective in building customer loyalty through the physical availability of products at locations easily accessible to both tourists and local residents (Darwis, 2024). This distribution model aligns with the concept of traditional marketing channels, where the physical presence of products at strategic locations significantly influences consumers' impulsive purchasing decisions. Online channels are optimized through social media platforms such as Facebook and WhatsApp as tools for interactive marketing communication. The use of these social media platforms enables fisheries SMEs to build personal relationships with consumers, overcome geographical barriers, and provide real-time product information—all of which are effective in stimulating online purchasing interest (Purwana, 2017). The integration of physical availability at offline outlets with digital interactions creates a complementary marketing ecosystem, where social media plays a crucial role in building brand image and expanding promotional reach without requiring significant operational costs (Ningsih, 2019). Offline sales of amplang products

at PT Ahar Sentosa still account for the dominant share, indicating that local consumers' trust in conventional transactions and direct visits to production centers remains very high. PT Ahar Sentosa's market expansion has reached areas beyond Mamuju City, yet long-distance logistics distribution still faces technical challenges in the form of risks of physical product damage. This is caused by inadequate road infrastructure, which directly increases logistics costs and the risk of product quality degradation during transport. Damage to land transportation infrastructure not only extends lead times but also increases the frequency of mechanical shocks that risk damaging the physical structure of fragile, easily crumbled products like amplang (Yusuf, 2022). From a supply chain management perspective, logistical barriers in coastal regions often serve as the primary factor behind the low competitiveness of local products, as high distribution costs can erode producers' profit margins (Hidayat, 2015). Longer shipping times amid poor road conditions increase the risk of exposure to fluctuating temperatures, which can accelerate the decline in a product's organoleptic quality even when modern packaging is used (Pratama, 2014).

Promotional Strategy

PT Ahar Sentosa's promotional activities are conducted via social media (Facebook and WhatsApp), focusing on the creation of *short-form videos* that visually showcase the amplang product. The use of video content in digital marketing has proven to be more effective in increasing engagement and building consumer trust compared to static image content, especially for food products that emphasize texture and hygiene (Wijaya *et al.*, 2025). PT Ahar Sentosa actively participates in SME product exhibitions, both at the local level and at events outside Sulawesi. Current promotional efforts are more effective than in previous periods, as evidenced by the increase in the number of buyers on following the launch of the promotional campaign. However, the company's current digital promotional platforms are limited to *Facebook* and *WhatsApp*. Expanding to platforms like *TikTok* and *Shopee* is expected to significantly increase market reach. Marketing implementation via *TikTok* and marketplaces like *Shopee* is highly relevant to current consumer behavior trends, where consumers increasingly prefer platforms with integrated shopping ecosystems (social commerce), capable of reaching a much broader and more diverse audience across Indonesia (Wijaya, 2025; Sari, 2024). This platform expansion is also supported by data showing that the adoption of marketplaces by SMEs in the processed fishery products sector can double sales volume through a more standardized logistics system (Hartono, 2025).

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processed fishery products sector can double sales volume through a more standardized logistics system (Hartono, 2025).

SWOT Analysis

Based on the results of interviews and questionnaires, internal and external factors of the study were identified. To analyze these internal and external factors, several indicators are required, as follows:

Table 1. IFAS Factor Indicators

No.	Strengths	Indicator
1.	Quality of fresh raw materials	Mamuju Regency is a coastal area with abundant fishery resources
2.	Modern and hygienic product packaging	Products are packaged using vacuum sealers and attractive labeling in accordance with modern market standards
3.	Certification: BPOM (Legality and consumer trust)	The product has obtained official BPOM distribution approval, ensuring its safety and quality
4.	Competitive pricing	The product's selling price is more affordable compared to similar products from outside the region
5.	Long business track record	The business has been in operation for over 5 years with a loyal customer base
Weakness		Indicators
1.	Limited digital platforms (WhatsApp and Facebook)	Online marketing relies on only two platforms, so the customer reach is still very limited
2.	Poor road infrastructure	The roads leading to production and distribution sites are still in poor condition, hindering the smooth flow of shipments
3.	Weather-sensitive products	Product quality deteriorates easily due to unstable temperature and humidity, especially during the rainy season
4.	Market reach is still concentrated in Mamuju	Product distribution has not yet reached markets outside the region, so sales volume remains low

Table 2. EFAS factor indicators

No.	Opportunities	Indicator
1.	Minimal competition for amplang products in Mamuju Regency	There aren't many local amplang producers competing in the Mamuju area, so the market is still wide open
2.	Significant potential in the tourism and souvenir markets	The increase in tourist visits to Mamuju creates an opportunity for amplang to become a signature local souvenir
3.	The growth of e-commerce (TikTok Shop, Shopee, Tokopedia)	Rapidly growing digital platforms open up broader and more efficient access to marketing amplang products throughout Indonesia

- | | | |
|----|---|--|
| 4. | Growing consumer awareness of local " " food products | The "love local products" trend is driving consumers to switch to traditional food products made from locally sourced seafood |
| 5. | Participation in national-level SME exhibitions | Participation in a national SME exhibition opens up new distribution channels and increases brand visibility at the national level |

Threats		Indicators
1.	Competition from a wider variety of modern snack products	The abundance of modern, nationally branded snack options that attract young consumers and shift interest away from traditional products
2.	Amplang competitors from outside the region	Amplang products from other regions, such as Kalimantan, which are already better known, are beginning to enter the Mamuju market with competitive prices and packaging
3.	Inadequate distribution road infrastructure	Poor road conditions on some distribution routes hinder timely deliveries and increase the risk of product damage
4.	Fluctuations in fish raw material prices & seasonal impacts	The price of fish, as the primary raw material, is unstable due to the influence of the fishing season, which has the potential to disrupt production costs and raw material availability

Table 3. IFAS Matrix

No.	Internal Factors	Weight	Rating	Score (Weight x Rating)
STRENGTHS				
1.	Quality of fresh raw materials	0.15	4	0.60
2.	Modern and hygienic product packaging	0.10	3	0.30
3.	B POM Certification (Legality and consumer trust)	0.15	4	0.60
4.	Competitive pricing	0.10	3	0.30
5.	Long track record	0.10	3	0.30
Subtotal Strength		0.60		2.10
WEAKNESS				
1.	Limited digital platforms (WhatsApp and Facebook)	0.10	2	0.20
2.	Poor road infrastructure	0.10	1	0.10
3.	Weather-sensitive products	0.10	2	0.20
4.	Market reach is still concentrated in Mamuju	0.10	2	0.20
Subtotal of Weaknesses		0.40		0.70
TOTAL		1.00		2.80

The IFAS matrix analysis was used to identify and evaluate the internal strengths and weaknesses of MSMEs producing amplang in Mamuju Regency. The IFAS evaluation results show that the strength parameters with the highest scores are the quality of fresh raw materials (0.60) and BPOM certification (0.60), each of which received a weight of 0.15 with a rating of 4. These two factors are higher than other parameters such as modern and hygienic packaging (0.30), competitive pricing (0.30), and a long business track record (0.30), as shown in Table 1. The quality of fresh raw materials is the primary strength of Mamuju Regency's amplang SMEs because this region is a coastal area with abundant fishery resources. The availability of fresh fish as the primary raw material for amplang constitutes a competitive advantage that is difficult for similar products from other regions to match. This aligns with the findings of Rahim et al. (2022), who stated that fishermen and fisheries business operators in the coastal regions of Sulawesi have direct access to high-quality fresh raw materials, which form the primary foundation of the competitive advantage of marine-based products. Furthermore, Yulisti et al. (2024) emphasize that the sustainable utilization of marine resources in Indonesia's coastal regions can enhance the value-added of processed fish products while supporting the advancement of the blue economy. BPOM certification, as the second-strongest factor with the highest score, reflects the level of consumer trust and the guaranteed legality of the product. Product legality through official certification is a crucial instrument in establishing business legitimacy and expanding market access (Mozumder et al., 2023). In the context of local food businesses, BPOM certification serves as a quality signal to consumers, particularly in the tourism market and the souvenir segment, which require food safety guarantees. This finding aligns with the research by Shaffril et al. (2019), which showed that natural resource-based businesses that have met regulatory standards and obtained certification have a stronger competitive position in facing market competition. Other strength parameters, such as modern packaging, competitive pricing, and business track record, each received a score of 0.30. Modern and hygienic packaging serves as a key enabler of product competitiveness in modern markets and digital platforms. Research by Lopez-Ercilla et al. (2021) highlights the importance of packaging innovation and digital marketing strategies for small-scale businesses in navigating increasingly intense competition in the era of digital transformation. Meanwhile, a long business track record reflects accumulated experience and a network of loyal, long-term customers, as noted by Rahim & Hastuti (2023), who state that business experience significantly contributes to the adaptability and sustainability of small fisheries-based businesses.

The weakness aspect in the IFAS indicates that poor road infrastructure received the lowest score (0.10) with a rating of 1, making it the most critical weakness. Damaged road conditions hinder product distribution and significantly increase operational shipping costs. This aligns with the findings of Uddin et al. (2021), who identified that limitations in physical infrastructure are the primary barrier for small business operators in coastal areas in accessing broader markets. Other weaknesses include limited digital platforms that rely

solely on WhatsApp and Facebook (0.20), products vulnerable to weather conditions (0.20), and a market reach still concentrated in Mamuju (0.20). The sub-total for strengths of 2.10 far exceeds the sub-total for weaknesses of 0.70, resulting in a total IFAS score of 2.80. This value is above the average of 2.50, indicating that the internal position of the Mamuju Regency amplang MSMEs is classified as strong. The difference between strengths and weaknesses of +1.40 reinforces the conclusion that internal strength factors are more dominant, thus providing a solid foundation for the development of growth strategies.

Table 4. EFAS Matrix

No.	External Factors	Weight	Rating	Score (Weight x Rating)
OPPORTUNITIES				
1.	The limited number of amplang product competitors in Mamuju Regency	0.15	4	0.60
2.	Significant potential for the tourism and souvenir market	0.15	4	0.60
3.	E-commerce growth (TikTok Shop, Shopee, Tokopedia)	0.10	3	0.30
4.	Increased consumer awareness of local food products	0.10	3	0.30
5.	Participation in national-level SME exhibitions	0.10	3	0.30
Subtotal of Opportunities		0.60		2.10
THREATS				
1.	Competition from a wider variety of modern snack products	0.10	2	0.20
2.	Amplang competitors from outside the region	0.10	2	0.20
3.	Inadequate distribution road infrastructure	0.15	1	0.15
4.	Fluctuations in fish raw material prices & seasonal effects	0.15	1	0.15
Subtotal of Threats		0.40		0.70
TOTAL		1.00		2.80

The EFAS matrix analysis was used to identify and evaluate the opportunities and threats from the external environment faced by amplang product MSMEs in Mamuju Regency. The EFAS evaluation results show that the opportunity parameters with the highest scores are the lack of amplang product competitors in Mamuju Regency (0.60) and the large potential of the tourism and souvenir markets (0.60), both with a weight of 0.15 and a rating of 4. These two factors are higher than other parameters such as the development of e-commerce

(0.30), increasing consumer awareness of local products (0.30), and participation in national SME exhibitions (0.30), as shown in Table 2. The scarcity of amplang product competitors in Mamuju Regency creates a highly favorable market condition for existing businesses. This situation presents a significant opportunity for local market dominance before new competitors enter the industry. This finding is consistent with the study by Glass et al. (2015), which used SWOT analysis in the small-scale fisheries industry and found that the lack of competition in the local market is the most important strategic opportunity that seafood-based businesses must capitalize on immediately. Puyt et al. (2023) also emphasize that a comprehensive SWOT analysis enables businesses to identify unmet market gaps as a foundation for developing long-term competitive advantages (). The potential of the tourism and souvenir markets represents an external opportunity of equal magnitude to the factor of limited competition. The increase in tourist visits to Mamuju Regency following the development of infrastructure in the capital of West Sulawesi has created stable demand for local specialty culinary products. This aligns with the research by Steenbergen et al. (2019), which found that integrating small-scale fishery products into the tourism market chain is the most effective business development pathway in the Asia-Pacific region. Furthermore, Masi et al. (2022) concluded that increasing consumer awareness of local food products based on fish protein has driven consistent demand in emerging tourist destinations.

The growth of e-commerce through the TikTok Shop, Shopee, and Tokopedia platforms received a score of 0.30 and represents a crucial strategic opportunity in the context of the digitalization of MSME product marketing. Lopez-Ercilla et al. (2021), in their study of small-scale fishermen in Mexico, found that the adoption of digital platforms serves as the primary catalyst for expanding market reach, although the digital divide remains a challenge in some communities. Participation in national-level SME exhibitions (0.30) is also a key opportunity to build distribution networks and enhance the national visibility of the Mamuju amplang brand, as found by Rahim et al. (2022), who noted that government assistance programs connecting small businesses with broader markets have been proven to significantly increase income and business sustainability. Competitive threats from modern snack products and amplang competitors from outside the region each received a score of 0.20. The flood of nationally branded snacks with attractive packaging and strong distribution networks poses a real threat to local traditional products. Mozumder et al. (2023) found that small businesses based on natural resources in coastal areas are vulnerable to the penetration of larger-scale industrial products that have advantages in terms of distribution, branding, and capital.

Table 3. SWOT Matrix for Mamuju Regency Amplang Products

SWOT	STRENGTHS (S) S1. Quality of fresh raw materials S2. Modern and hygienic packaging S3. BPOM certification S4. Competitive pricing S5. Long business track record	WEAKNESSES (W) W1. Limited digital platform W2. Poor road infrastructure W3. Weather-sensitive products W4. Market reach is concentrated in Mamuju
OPPORTUNITIES (O) O1. Few competitors in the amplang market O2. Large tourism and souvenir market O3. Growth of e-commerce O4. Awareness of local food products O5. National SME exhibitions	SO STRATEGY 1. Leverage the quality of fresh raw materials and BPOM certification to expand the market to tourist destinations and the Mamuju specialty souvenir segment (S1, S3, O2). 2. Optimizing modern packaging and competitive pricing to enter e-commerce platforms such as Shopee, Tokopedia, and TikTok Shop (S2, S4, O3) 3. Leverage the business track record and lack of competitors to build a strong local brand and actively participate in national SME exhibitions (S5, O1, O5).	WO STRATEGY 1. Expand digital marketing platforms from WhatsApp and Facebook to e-commerce (Shopee, Tokopedia, TikTok Shop) to reach a wider consumer base (W1, O3). 2. Leverage tourism market opportunities to open retail outlets or consignment shops in souvenir centers to avoid reliance on poor road infrastructure (W2, W4, O2). 3. Participating in national SME exhibitions as a promotional medium to expand market reach beyond Mamuju Regency (W4, O5).
THREATS (T) T1. Competition from modern snacks T2. Out-of-region amplang competitors T3. Poor distribution infrastructure T4. Fluctuations in fish raw material prices	ST STRATEGY 1. Rely on the quality of fresh raw materials and BPOM certification as product differentiation advantages to compete with modern snacks and out-of-region competitors (S1, S3, T1, T2). 2. Strengthen packaging and offer competitive pricing to maintain customer loyalty amid increasing competition from out-of-region snack products (S2, S4, T2). 3. Leveraging a long business track record to build a reserve stock of raw materials to anticipate fish price fluctuations due to seasonal influences (S5, T4).	WT STRATEGY 1. Shift to multi-platform digital marketing to reduce reliance on physical distribution channels hindered by poor road infrastructure (W1, W2, T3) 2. Form a cooperative business group (KUB) with fellow amplang MSMEs to reduce raw material costs and expand the distribution network beyond Mamuju (W4, T2, T4). 3. Improving packaging and storage systems to be more weather-resistant to reduce the risk of product damage during distribution (W3, T3).

Conclusion: Strategic Position

Indicators	IFAS	EFAS
Total Score	2.80	2.80
Difference (S-W) / (O-T)	+1.40	+1.40
Position	Quadrant I (Aggressive)	Quadrant I (Growth)

Strategy Recommendation	SO Strategy (Aggressive / Growth Strategy) – Use strengths to maximize opportunities
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Based on the results of the IFAS and EFAS matrix analyses, the amplang product in Mamuju Regency is in Quadrant I (Aggressive Strategy). This indicates that the business possesses dominant internal strengths as well as significant external opportunities. The recommended strategy is the SO (*Strengths-Opportunities*) Strategy, which involves leveraging existing strengths to seize market opportunities as effectively as possible, particularly through the development of digital marketing, expansion of distribution into the tourism market, and strengthening the branding of local products based on quality and legal compliance.

Research Limitations

This study has several limitations that must be considered when interpreting its results and conclusions. First, the number of informants used in this study was limited to two individuals: the business owner and a production department employee. Although informants were selected *purposively* based on their relevance and depth of knowledge regarding the research subject, this limited sample size may affect the comprehensiveness and diversity of perspectives obtained, meaning the research findings do not fully represent the company's internal dynamics. Second, the scope of this study is limited to a single company: PT Ahar Sentosa in Mamuju Regency, West Sulawesi. Therefore, the research results are contextual and cannot be directly generalized to other amplang businesses or other processed fishery SMEs, whether in West Sulawesi or other regions. Third, this study did not include consumer-side data, such as perceptions, preferences, satisfaction levels, or purchasing behavior regarding PT Ahar Sentosa's amplang products. The absence of such consumer data means that the resulting marketing strategy analysis relies entirely on the company's internal perspective, thus failing to fully capture the actual dynamics of market demand. Further research is recommended to expand the scope of informants, compare several similar companies, and integrate consumer data to produce more comprehensive and practical marketing strategy recommendations.

CONCLUSION

Based on the research findings and analysis conducted on the marketing strategy for amplang products at PT Ahar Sentosa in Mamuju Regency, the following conclusions can be drawn:

1. PT Ahar Sentosa implements an integrated 4P marketing mix strategy. In the product dimension, the company maintains the quality of fresh milkfish raw materials, offers two flavor variants (original and balado), and uses modern aluminum foil packaging certified by the Indonesian Food and Drug Monitoring Agency (BPOM). In the pricing dimension, the company sets competitive prices using a cost-plus pricing approach starting at Rp15,000 per unit, accompanied by price promotions during specific periods to

stimulate sales. In the distribution dimension, the company integrates offline channels through souvenir shops, minimarkets, and direct selling with online channels based on social media (Facebook and WhatsApp).

2. The results of the IFAS matrix analysis show a total score of 2.80 with a strength-to-weakness difference of +1.40, indicating that PT Ahar Sentosa's internal position is strong. The company's primary strengths lie in the quality of fresh raw materials (score 0.60) and BPOM certification (score 0.60), while the most critical weakness is poor road infrastructure (score 0.10), which hinders product distribution to areas outside Mamuju. Meanwhile, the EFAS matrix analysis also yielded a total score of 2.80 with a difference between opportunities and threats of +1.40. The greatest opportunities the company can capitalize on are the lack of competition for amplang products in Mamuju Regency (score 0.60) and the significant potential of the tourism and souvenir market (score 0.60).

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