



RESEARCH ARTICLE

Marketing Strategy Analysis to Increase the Sales Volume of Fresh Gourami Fish at Bintang Gurame Distributor in Pringsewu, Lampung

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Abstract

This research is focused on the study of applied marketing strategies and identify supporting and inhibiting factors through the integration of the marketing mix (4P) and SWOT analysis. The research approach used is qualitative descriptive, with data collection techniques in the form of observation, interviews, and documentation. The use of SWOT analysis poured into the IFAS and EFAS matrix, based on the results of the analysis, showed that the Bintang Gurame Distributor obtained an IFAS score of 2.92 and an EFAS result of 3.04. These results indicate that the company is in a pretty strong position to take advantage of the opportunities available. Therefore, the implementation of a more aggressive marketing strategy through the SO strategy is the main strategy choice, with the aim of optimizing market opportunities and encouraging a sustainable increase in sales volume.

Keyword: Marketing Strategy, Swot Analysis, Sales Volume.

Introduction

In an increasingly competitive business environment, companies are required to continuously adapt their marketing strategies to maintain competitiveness and achieve sustainable growth. Intensifying competition across industries compels firms to develop effective marketing approaches to attract consumers and expand market reach. Without well-planned marketing strategies, companies may face difficulties in surviving amid competition involving both large enterprises and small-medium businesses (Defrizal & Naibaho, 2021; Wijayanthi & Dyah Savitri, 2021).

Marketing strategy represents a structured set of decisions and actions designed to utilize organizational resources in achieving long-term objectives, particularly sales growth and market positioning. An effective marketing strategy must consider market segmentation, targeting, positioning, and the integration of the marketing mix elements—product, price, place, and promotion (Kotler & Keller, 2020). The success of a strategy is not solely determined by internal capabilities but also by a company's ability to respond to market dynamics and consumer behavior.

The fisheries sector in Indonesia has shown significant growth, driven by increasing consumption of freshwater fish products. Gourami fish (*Osporonemus goramy*) is considered one of the high-value freshwater fish commodities due to its strong market demand from households, restaurants, and large-scale culinary businesses. Consumers tend to prefer fresh and live fish products with guaranteed quality, as freshness is perceived as an indicator of nutritional value and safety (Sari & Setiawan, 2023). This growing demand creates both opportunities and competitive pressure for fish distributors.

Distributors play a vital role in the fisheries supply chain by bridging fish farmers and end consumers. Distributor Bintang Gurame, located in Pringsewu, Lampung, is one of the businesses engaged in distributing fresh and live gourami fish. Since its establishment, the distributor has expanded its market reach beyond Lampung to several regions such as Palembang and major cities on Java Island. Its primary competitive advantage lies in maintaining fish freshness by delivering live fish using water-filled drums and aeration systems, ensuring product quality throughout

the distribution process.

However, despite these strengths, Distributor Bintang Gurame faces several challenges in optimizing its sales performance. Annual sales data indicate fluctuating sales volume, reflecting unstable revenue growth. These fluctuations are influenced by changing consumer demand, increasing competition among gourami fish distributors, and broader economic conditions that affect purchasing power. Competitors with wider physical distribution networks or more active promotional strategies pose significant threats to market share. According to Fernandes (2025), ineffective or poorly evaluated marketing strategies may hinder performance even when market opportunities remain substantial.

In modern business practice, marketing strategy extends beyond selling activities and requires comprehensive environmental analysis. SWOT analysis is widely used to identify internal strengths and weaknesses as well as external opportunities and threats, enabling firms to design strategies aligned with market conditions (Sulistyan & Paramita, 2021). When combined with marketing mix analysis, SWOT provides a more holistic framework for strategic decision-making, particularly in dynamic and competitive markets.

Previous studies have confirmed that the marketing mix (4P) significantly influences sales volume and customer loyalty in fisheries and agribusiness sectors (Efendi, 2023; Zein, 2024). Nevertheless, relying solely on the marketing mix without integrating environmental analysis may limit strategic effectiveness. Therefore, this study integrates marketing mix analysis with SWOT analysis to obtain a comprehensive understanding of marketing strategies that effectively increase sales volume.

This research aims to analyze the marketing strategy implemented by Distributor Bintang Gurame in increasing the sales volume of fresh gourami fish by integrating the marketing mix (4P) and SWOT analysis. The study identifies supporting and inhibiting factors affecting marketing performance and determines the firm's strategic position using IFAS and EFAS matrices. The findings are expected to contribute theoretically to marketing strategy literature in the fisheries distribution sector and practically as a reference for business practitioners in improving sustainable sales performance.

Method

Research Design

This study employed a descriptive qualitative research design aimed at obtaining an in-depth understanding of the marketing strategies implemented by Distributor Bintang Gurame in increasing the sales volume of fresh gourami fish. The qualitative approach was

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chosen because it allows researchers to explore real conditions in the field, interpret managerial practices, and understand strategic decisions from multiple perspectives (Safarudin et al., 2023; Sugiyono, 2021). This approach is particularly suitable for analyzing marketing strategies that involve complex interactions between internal capabilities and external market dynamics.

Research Location and Period

The research was conducted at Distributor Bintang Gurame, located in Wates, Gading Rejo District, Pringsewu Regency, Lampung, Indonesia. This location was selected because the distributor is one of the main suppliers of fresh gourami fish in the region and has an extensive distribution network. Data collection was carried out from September 2025 until the completion of the research, allowing sufficient time to observe operational activities and gather comprehensive information.

Research Subjects and Objects

The research subjects consisted of key informants selected using purposive sampling, a technique that intentionally selects participants based on their relevance to the research objectives (Sugiyono, 2021). Four informants were involved in this study, including the business owner, one employee, and two customers of Distributor Bintang Gurame. These informants were chosen because of their direct involvement in marketing, operational processes, and purchasing decisions, enabling the researcher to obtain comprehensive and credible insights.

The research object was the marketing strategy implemented by Distributor Bintang Gurame, particularly in relation to increasing the sales volume of fresh gourami fish through the application of the marketing mix (4P) and SWOT analysis.

Data Sources

This study utilized primary and secondary data sources to ensure data completeness and accuracy.

Primary data were obtained directly from in-depth interviews with informants, field observations, and documentation of company activities. These data provided firsthand information regarding marketing practices, distribution processes, pricing strategies, and customer relationships.

Secondary data were collected from supporting documents such as sales records, company archives, academic journals, books, previous research, and relevant statistical reports. Secondary data were used to support and validate the primary findings.

Data Collection Techniques

Data were collected using the following techniques:

1. Interviews

Semi-structured interviews were conducted with the selected informants to obtain detailed information related to marketing strategies, challenges, and opportunities. This technique allowed flexibility in exploring deeper insights while maintaining focus on the research objectives (Sugiyono, 2021).

2. Observation

Direct observations were carried out to examine daily operational activities, including fish handling, distribution processes, customer service, and promotional practices. Observation enabled the researcher to understand actual conditions and behaviors that might not be fully captured through interviews.

3. Documentation

Documentation involved collecting relevant records such as sales data, pricing information, photographs of operational activities, and distribution facilities. This technique was used to strengthen and triangulate data obtained from interviews and observations.

Data Analysis Technique

Data analysis was conducted using SWOT analysis as the primary analytical tool to evaluate internal and external strategic factors affecting Distributor Bintang Gurame. The analysis followed several stages:

1. Identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) based on interview, observation, and documentation data.
2. Assigning weights and ratings to each factor according to its level of importance and impact on business performance.

3. Calculating weighted scores and compiling them into IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices.

4. Mapping the results into the SWOT matrix to determine the company's strategic position and identify appropriate strategic alternatives.

5. Interpreting the SWOT quadrant position to formulate marketing strategy recommendations, particularly strategies that support sales volume growth.

The integration of SWOT analysis with the marketing mix framework enabled a comprehensive evaluation of marketing strategies and supported the formulation of strategic recommendations aligned with market conditions and internal capabilities.

Results and Discussion

Marketing Mix Analysis (4P)

The results of this study indicate that Distributor Bintang Gurame has implemented several elements of the marketing mix effectively, although some aspects still require improvement to optimize sales volume growth.

Product

The product offered by Distributor Bintang Gurame—fresh and live gourami fish—shows a high level of quality. Fish are delivered alive, sorted according to customer demand, and handled carefully during distribution. Product quality emerged as the main competitive advantage and a key factor influencing customer satisfaction, particularly among restaurant owners and resellers. This finding is consistent with Osman et al. (2021), who emphasize that high product quality strengthens customer trust and loyalty, thereby supporting sustainable sales performance.

Price

Pricing strategies are determined based on fish size, operational costs, and prevailing market prices. Customers perceive the prices as fair and proportional to the quality received. Several customers indicated that price sensitivity is relatively low as long as product quality and freshness are maintained. This result supports Rahman et al. (2022), who argue that perceived price fairness positively affects customer satisfaction and long-term loyalty.

Place (Distribution)

The distribution system focuses on delivering live fish using water-filled drums and aeration equipment. Timely delivery and good communication with customers enhance service reliability. However, limited transportation capacity and logistical constraints reduce the distributor's ability to meet increasing demand. From a marketing perspective, this indicates that while distribution quality is strong, operational capacity limits market expansion, aligning with Alnawas & Hemsley-Brown (2022), who highlight the importance of efficient distribution systems in improving market accessibility.

Promotion

Promotional activities are mainly conducted through personal relationships and word-of-mouth recommendations. While this approach effectively retains existing customers, it limits market reach and brand visibility among new customers. The minimal use of digital marketing represents a weakness in the promotional strategy. This finding contrasts with Nguyen & Simkin (2023), who emphasize that digital promotion plays a crucial role in expanding market coverage and strengthening brand awareness.

Overall, the marketing mix analysis shows that product quality, pricing, and distribution practices support sales performance, whereas promotional strategies require further development to enhance market penetration.

SWOT Analysis Results

The SWOT analysis identified key internal and external factors influencing the marketing performance of Distributor Bintang Gurame.

Internal Factors (Strengths and Weaknesses)

Strengths include consistent product quality, strong relationships with fish farmers, customer loyalty, long business experience, and an effective live-fish distribution system. These strengths provide a solid foundation for sustaining business operations and responding to market demand. Conversely, weaknesses include limited distribution vehicles, constrained human resources, and insufficient utilization of digital marketing channels. These internal limitations hinder the distributor's ability to expand sales volume and reach broader markets.

External Factors (Opportunities and Threats)

Opportunities arise from increasing consumer demand for fresh fish, the growth of the culinary industry, and expanding regional markets. However, threats include intense competition from other distributors with wider sales networks, fluctuating consumer demand, and economic conditions affecting purchasing power. These findings are consistent with Sulistyan & Paramita (2021), who highlight that market dynamics and competition significantly shape strategic outcomes.

IFAS and EFAS Matrix Analysis

The IFAS matrix produced a total score of 2.92, indicating that Distributor Bintang Gurame has relatively strong internal conditions. Meanwhile, the EFAS matrix resulted in a score of 3.04, suggesting that the company has considerable opportunities to exploit external market conditions. The combination of these scores places the distributor in Quadrant I of the SWOT matrix, representing a strong internal position supported by favorable external opportunities.

This position indicates that the company is well-suited to implement an aggressive (SO) strategy, which emphasizes leveraging internal strengths to maximize external opportunities. Similar findings were reported by Defrizal & Naibaho (2021) and Zein (2024), where firms positioned in Quadrant I demonstrated strong potential for growth through proactive strategic initiatives.

Discussion

The findings demonstrate that the primary driver of sales volume at Distributor Bintang Gurame is product quality, supported by fair pricing and reliable distribution. However, the absence of structured promotional activities limits the company's ability to attract new customers and stabilize sales growth. The SWOT results confirm that the firm possesses strong internal capabilities and operates in a favorable market environment, yet these advantages have not been fully optimized.

Therefore, adopting an aggressive SO strategy is considered the most appropriate approach. This strategy includes strengthening partnerships with fish farmers, expanding distribution capacity, and integrating digital marketing platforms to reach new market segments. By aligning internal strengths with external opportunities, Distributor Bintang Gurame can enhance competitiveness and achieve sustainable sales volume growth.

Conclusion

This study analyzed the marketing strategy of Distributor Bintang Gurame in increasing the sales volume of fresh gourami fish through the integration of the marketing mix (4P) and SWOT analysis. The findings indicate that product quality is the company's primary competitive advantage, as the distributor consistently delivers fresh and live gourami fish that meet customer expectations. Pricing strategies are perceived as fair and competitive, while distribution practices ensure timely delivery and product freshness. However, promotional activities

remain limited and largely depend on word-of-mouth communication, restricting market expansion.

The SWOT analysis results show that Distributor Bintang Gurame possesses strong internal capabilities and operates within a favorable external environment. The IFAS score of 2.92 and EFAS score of 3.04 place the company in Quadrant I of the SWOT matrix, indicating a strong position to implement an aggressive (SO) strategy. This strategic position suggests that the distributor can leverage its internal strengths to capitalize on growing market demand and expanding distribution opportunities.

Overall, the integration of marketing mix and SWOT analysis provides a comprehensive understanding of the company's strategic condition. The findings confirm that although Distributor Bintang Gurame has a solid operational foundation, further strategic improvements are necessary to achieve stable and sustainable sales growth.

Recommendations

Based on the research findings, several strategic recommendations are proposed:

1. Strengthening Promotional Strategies

The company should intensify promotional activities by utilizing digital marketing platforms such as social media and online marketplaces. Digital promotion can increase brand visibility, attract new customers, and reduce reliance on traditional word-of-mouth strategies.

2. Expanding Distribution Capacity

Investing in additional transportation facilities and improving logistical planning can help the distributor meet increasing market demand and expand its service coverage. Improved distribution capacity will enhance delivery efficiency and customer satisfaction.

3. Maintaining Product Quality and Supplier Relationships

Sustaining product quality remains essential. Strengthening partnerships with fish farmers will ensure a stable supply of high-quality gourami fish and support long-term business sustainability.

4. Developing Human Resources

Enhancing employee skills in marketing, customer service, and digital communication can improve operational efficiency and support the implementation of more advanced marketing strategies.

5. Future Research Directions

Future studies may incorporate quantitative approaches to measure the statistical impact of marketing mix elements on sales performance or expand the scope by comparing multiple fish distributors across different regions to provide broader generalizability.

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