

# Marketing Strategy of Live Seafood Restaurants: Empowering Women to Achieve SDGs

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## Abstract

The culinary business in Situbondo Regency offers an opportunity to contribute to economic growth and sustainability, aligning with the United Nations Sustainable Development Goals (SDGs). Inspired by this potential, a housewife named Diah Palupi pioneered a unique seafood restaurant concept: a live seafood restaurant. Despite initial success, the business recently experienced a sales decline, necessitating an effective marketing strategy to ensure its sustainability and relevance to SDG targets. This study aims to formulate the right marketing strategy for the Live Seafood Restaurant in Situbondo Regency. The analysis methods used to formulate the strategy are SWOT and QSPM analysis. The results recommend that the Live Seafood Restaurant business implement a diversification strategy. Meanwhile, the priority strategies are 1) Designing a diverse seafood menu and distinctive taste with good quality and competitive prices to win the competition, 2) Conducting intensive promotions and collaborating with stakeholders to expand networks and ease of access, 3) Designing a seafood restaurant based on tourist destinations and market needs, 4) Developing fish farming based on technology to ensure the availability of continuous raw materials at competitive prices and good quality and 5) Conducting a feasibility study again on the current position of the live seafood restaurant business. By addressing these strategies, the live seafood restaurant not only aims to revitalize its business performance but also contributes to broader sustainable development objectives, enhancing its impact on local communities and environmental stewardship.

**Keywords:** *Diversification strategy, economic sustainability, live seafood restaurant, marketing strategy, Sustainable Development Goals*

## 1. INTRODUCTION

Situbondo Regency is one of the areas in East Java Province that has marine and fisheries potential. Situbondo Regency is located on the northern coast of East Java Province. Situbondo Regency has a sea area of 1,142.4 km<sup>2</sup>. Geographically, the potential fisheries waters in Situbondo Regency are concentrated in coastal areas with fishing efforts at sea (BPS, 2024).

In order to optimally utilize the fisheries potential in Situbondo Regency which is linked to the welfare of business actors in the fisheries sector, a blue economy program or industrialization of fisheries businesses from upstream to downstream is needed which can guarantee fisheries businesses based on the welfare of

fisheries business actors (Yuli et al., 2020). One of the industrialization of fisheries businesses in the downstream sector that is developing in Situbondo Regency is the seafood culinary industry. The choice of the seafood culinary industry as a business by business actors because the seafood culinary industry can generate more profits, because basically humans have a consumptive nature, especially for food which is their main need (Tresnawati & Prasetyo, 2018).

The business opportunities in the culinary industry in Situbondo Regency inspired a housewife named Diah Palupi to start a seafood restaurant business that was different from the existing seafood restaurants. The seafood restaurant pioneered by Mrs. Diah Palupi is a live seafood restaurant. This Live Seafood Restaurant

is the only seafood restaurant in Situbondo Regency, East Java that provides live seafood stocks such as lobster, crab, clams, squid, shrimp, and various other types with the concept of serving it directly in the middle of the table without using a serving plate which is then nicknamed Seafood Tumpah.

The initial motivation of Mrs. Diah Palupi in pioneering a live seafood restaurant business was due to family economic factors. This confirms the results of the study (Andriani & Firdaus, 2017) that the initial motivation that arises in a housewife to become a female entrepreneur is because of family financial reasons. Mrs. Diah Palupi's decision to pioneer a live seafood restaurant business will become a social movement, especially for women's groups, that household economic problems are not only the responsibility of the husband but also the responsibility of the wife. It aligns that the role of women in life continues to change to answer the challenges of the times, including the role of women in improving the welfare and social status of families in society. Usually, the backbone of family life is the man or husband. But now many women play an active role in supporting the family economy. Women are not just home decorations, but also have a role in the family, one of which is the role in building the family economy (Utami, 2020).

This Live Seafood Restaurant initially developed rapidly but then experienced a decline in sales due to the decreasing number of visitors. One effort to increase sales and visitors to this Live Seafood Restaurant is to formulate the right marketing strategy which is expected to have an impact on increasing food sales at the Live Seafood Restaurant.

Based on the problems faced by Live Seafood Restaurant in Situbondo Regency as described above, this study aims to formulate the right marketing strategy for Live Seafood Restaurant in Situbondo Regency. The marketing strategy is formulated using SWOT analysis and QSPM method. SWOT analysis is used to maintain the strength of existing opportunities, while reducing weaknesses and avoiding threats, while QSPM is used to reveal alternative marketing strategies that are appropriate or best for the condition of Live Seafood Restaurant in Situbondo Regency.

## 2. RESEARCH METHOD

This research was conducted for one month with the research location at the Live Seafood Restaurant, Situbondo Regency, East Java Province. The data collected in this study consisted of primary data and secondary data. Primary data is data collected directly from the research object in the field. Secondary data is collected indirectly through research on documents related to the research object. Primary data sources were obtained through two methods, namely observation and interviews. The characteristics of respondents involved in the interview consisted of the owner and employees of the Live Seafood restaurant, visitors and experts/specialists who have extensive knowledge, understanding and insight into the research object. Respondents were selected to answer the objectives of this study. Secondary data comes from the results of studies or research by other people or other related agencies related to the object of this research.

### 2.1. SWOT Analysis

The formulation of the marketing strategy of the Live Seafood Restaurant in Situbondo Regency was carried out using SWOT analysis. The stages of SWOT analysis (Rangkuti, 2006) are as follows:

- a. Identifying internal and external factors by including the strengths and weaknesses of the Live Seafood Restaurant business as well as the opportunities and threats faced by the business related to the marketing strategy of the Live Seafood Restaurant business.
- b. Evaluating Internal Factors and External Factor Evaluation (IFE-EFE) by calculating the weight (a) and rating (b) of the factor points and the total number of multiplications of weight and rating ( $c = a \times b$ ) on each S-W-O-T factor. The range of weights used is from 0 to 1, assuming a value of 0 means the lowest weight and 1 means the highest weight. The range of ratings used is from 1 to 4, assuming a value of 1 means the weakest rating, a value of 2 means a weak rating, a value of 3 means a strong rating, and a value of 4 means the strongest rating.
- c. Creating a SWOT Quadrant Matrix used to determine the position of the Live Seafood Restaurant business. The position is determined

through the tangent point (x,y) obtained from the Internal Factor Evaluation and External Factor Evaluation Matrix (IFE-EFE). The (x) axis is obtained by subtracting the total number of factors S (strengths) with W (weaknesses). The (y) axis is obtained by subtracting the total number of factors O (opportunities) with T (threats).

d. Create a SWOT Matrix to formulate the marketing strategy of Live Seafood Restaurant. The strategy formulation is based on the results of internal identification (strengths (S) and weaknesses (W)) and external (opportunities (O) and threats (T)) consisting of 4 strategy formulations, namely strategy 1 is the S-O strategy, strategy 2 is the S-T strategy, Strategy 3 is the W-O strategy and strategy 4 is the W-T strategy.

## 2.2. QSPM Analysis

QSPM (Quantitative Strategic Planning Matrix) is designed to determine the relative attractiveness and evaluate alternative strategic options that can be implemented objectively, based on the results of Internal Factor Evaluation and External Factor Evaluation (IFE-EFE). QSPM is the final stage matrix in the strategy formulation analysis framework (Rismah et al., 2019). QSPM clearly shows the best alternative strategy to choose. Here are the steps in making QSPM:

- Make a list of strengths-weaknesses (internal factors) and threats-opportunities (external factors) taken directly from the Internal Factor Evaluation and External Factor Evaluation (IFE-EFE) Matrix.
- Give weights to each internal factor and external

factor. These weights must be identical to the weights given in the Internal Factor Evaluation and External Factor Evaluation (IFE-EFE) Matrix.

- Write down the resulting strategic alternatives in the SWOT matrix.
- Give an assessment of the AS (Attractiveness Score), if the factor in question has an influence on the strategic alternative being considered, give an AS (Attractiveness Score) value ranging from 1 to 4, value 1 = not attractive, value 2 = somewhat attractive, value 3 = attractive and value 4 = very attractive.
- Calculate the Total Attractiveness Score (TAS) by multiplying the weight by the Attractiveness Score (AS). Adding the Attractiveness Score shows the relative attractiveness of each strategic alternative.
- Calculate the total value of TAS in each column of QSPM. The largest value indicates that the alternative is the main choice and the smallest TAS value indicates that the alternative strategy is chosen last.

## 3. FINDINGS & DISCUSSION

### 3.1. SWOT analysis results

#### 3.1.1 A. Identification of Internal and External Factors

Internal environmental factors in the Live Seafood Restaurant business consist of strengths and weaknesses. The results of the identification of internal factors can be seen in Table 1. External environmental factors in the Live Seafood Restaurant business include opportunities and threats. The results of external factor identification can be seen in Table 2.

**Table 1.** Results of internal factor identification

No	Strength	No	Weakness
1	Strategic location of the restaurant	1	Expensive menu prices
2	Has MUI halal certificate	2	Long menu presentation
3	Various menus served with distinctive taste.	3	Availability of raw materials is not continuous
4	Comfortable, attractive and clean design	4	Seafood contains allergenic compounds
5	Service from employees is good and friendly		
6	Providing live seafood		

Source: Primary data processing (2024)

**Table 2.** Results of external factor identification

No	Opportunity	No	Threat
1.	Population growth continues to increase	1.	Unstable economic reduces purchasing power
2.	Technology development of seafood cultivation	2.	The price of raw materials is expensive
3.	Public interest in seafood increases	3.	Tighter competition among restaurants
		4.	Low sales days (National Holidays)

Source: Primary data processing (2024)

Table 1 shows that there are 6 strengths and 4 weaknesses of the Live Seafood Restaurant business in Situbondo Regency. This explains that the strengths of the Live Seafood Restaurant business are greater than its weaknesses. The external factor identification in Table 2 shows that there are 3 items of opportunities and 4 items of threats from the Live Seafood Restaurant business in Situbondo Regency. This explains that the opportunities of the Live Seafood Restaurant business are smaller than its threats.

### 3.1.2 Internal Factor Evaluation and External Factor Evaluation

After identifying internal and external factors, then evaluate internal and external factors. This evaluation is a quantitative approach which is an approach by calculating the weight and rating on the criteria of internal and external factors. The internal factor evaluation matrix can be seen in table 3. The external factor evaluation matrix can be seen in table 4

**Table 3.** Internal Factor Evaluation Matrix

No	Strength	Weight	Rating	Score
1.	Strategic location of the restaurant	0,19	3,65	0,69
2.	Has MUI halal certificate	0,09	3,45	0,31
3.	The menu served is varied with a distinctive taste.	0,27	3,98	1,07
4.	Comfortable, attractive and clean restaurant design	0,08	3,32	0,27
5.	The service from the employees is good and friendly	0,15	3,88	0,58
6.	Providing live seafood	0,22	3,88	0,85
	Total	1,00		3,78
No	Weakness	Weight	Rating	Score
1.	Expensive menu prices	0,45	3,78	1,70
2.	Long menu presentation	0,28	2,42	0,68
3.	Availability of raw materials is not continuous	0,19	3,55	0,67
4.	Seafood contains allergenic compounds	0,08	1,22	0,10
	Total	1,00		3,15
Total Strengths – Total Weaknesses (X) =3,78 – 3,15 = 0,63				

Source: Primary data processing (2024)

**Table 4.** External Factor Evaluation Matrix

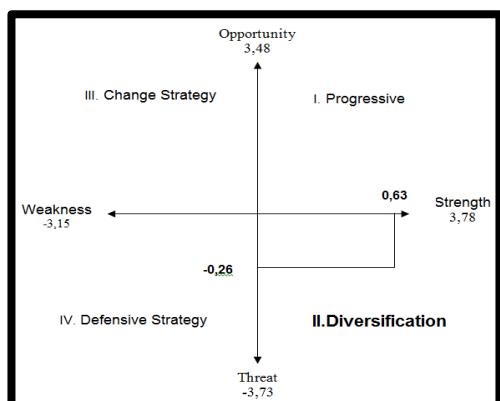
No	Opportunity	Weight	Rating	Score
1.	Population growth continues to increase	0,33	3,65	1,20
2.	Technology development of seafood cultivation	0,19	3,00	0,57
3.	Public interest in seafood continues to increase	0,48	3,55	1,70
	Total	1,00		3,48
No	Threat	Weight	Rating	Score
1.	Unstable economic reduces purchasing power	0,45	3,95	1,78
2.	The price of raw materials is expensive	0,12	3,75	0,45
3.	Tighter competition among restaurants	0,32	3,85	1,23
4.	Low sales days (National Holidays)	0,11	2,50	0,28
	Total	1,00		3,73
Total Opportunities – Total Threats (Y) = 3,48 – 3,73 = -0,26				

Source: Primary data processing (2024)

Table 3 shows that the difference between the strength and weakness is 0.63 which means that the strength is greater than the weakness. Table 4 shows that the difference between the opportunity and the threat is -0.26 which means that the threat is still greater than the opportunity.

### 3.1.3 SWOT Quadrant Matrix

The SWOT quadrant matrix is used to determine the position of the Live Seafood Restaurant business in Situbondo Regency shown in Figure 1. below:



**Figure 1.** SWOT Quadrant Matrix  
(Source: Primary data processing, 2024)

Figure 1. shows that the position of the Live Seafood Restaurant business in Situbondo Regency is in quadrant 2 (two) which indicates that the Live Seafood Restaurant business is strong but faces major threats. The recommended strategy is Strategy Diversification, meaning that the restaurant business is in a stable condition but faces a number of tough challenges so that it is estimated that the wheels of this business will have difficulty continuing to turn if it only relies on the previous strategy. Therefore, it is advised to immediately increase the variety of its tactical strategies.

### 3.1.4 SWOT Matrix.

The SWOT matrix is a formation tool in decision making to determine the strategy taken based on logic to maximize strengths and opportunities, but can also minimize weaknesses and threats. The SWOT matrix produces four sets of possible alternative strategies that can be used, namely the SO (Strengths-Opportunity) strategy, the WO (Weakness-Opportunity) strategy, the ST (Strengths-Threats) strategy, and the WT (Weakness-Threats) strategy. The SWOT matrix that has been prepared can be seen in Table 5.

**Table 5.** SWOT Matrix

Internal factor	Strength (S) (S1, S2, S3, S4, S5, S6)	Weakness (W) (W1, W2, W3, W4)
External factor		
Opportunity (O) (O1, O2, O3)	Strategy (SO) 1. Design a seafood restaurant based on tourist destinations and market needs (S1, S2, S3, S4, S5, S6, O1, O2, O3)	Strategy (WO) 1. Develop fish cultivate based on technology to ensure the continuous availability of raw materials at competitive prices and good quality (W1, W2, W3, W4, O1, O2, O3)
Treats (T) (T1, T2, T3, T4)	Strategy (ST) 1. Design a diverse and distinctive flavors seafood menu with good quality and competitive prices to win the competition (S2, S3, S6, W1, W2, W3, W4) 2. Carry out intensive promotions and collaborate with stakeholders to expand networks and facilitate access (S1, S2, S3, S4, S5, S6, W1, W2, W3, W4) (S1, S2, S3, S4, S5, S6, W1, W2, W3, W4)	Strategy (WT) 1. Conduct a feasibility study again on the current position of the live seafood restaurant business. (W1, W2, W3, W4, T1, T2, T3, T4)

Table 5 shows the results of the SWOT matrix analysis which produced five strategy formulations as an effort to develop the Live Seafood Restaurant business in Situbondo Regency. Next, an analysis of the priority strategy formulation was carried out using the Quantitative Strategic Planning Matrix (QSPM) analysis method

### 3.2. QSPM Matrix Results

The Quantitative Strategic Planning Matrix (QSPM) is the final stage of strategy formulation analysis in the form of selecting the best alternative strategy. The QSPM analysis aims to select a marketing strategy for the Live Seafood Restaurant business in Situbondo Regency based on a priority strategy scale. Alternative strategies for developing the restaurant business in Situbondo Regency based on TAS (attractiveness) values and rankings can be seen in Table 6.

**Table 6.** Strategy priorities based on QSPM

No	Alternative strategies	TAS Value (Attractiveness)	Rank
1	Design restaurant based on tourist destinations and market needs	7,73	3
2	Develop fish cultivate technology for continuous availability of raw materials at competitive prices and good quality	7,20	4
3	Design a diverse and distinctive flavors seafood menu with good quality and competitive prices to win the competition	7,92	1

4	Carry out intensive promotions and collaborate with stakeholders to expand networks and facilitate access	7,88	2
5	Conduct a feasibility study on the current position of the business.	6,32	5

Based on the QSPM matrix in Table 6, the priority scale for developing live seafood restaurants can be explained as follows:

1. Priority strategy I is to design a diverse seafood menu and distinctive taste with good quality and competitive price to win the competition. Consumer preferences for processed seafood products are faced with alternative evaluations in the decision-making process at the time of purchase, where consumers are faced with a variety of choices of processed seafood products with various different attributes. There are many bases or variables that are used as references in making decisions to buy fishery products/cuisine such as price, taste, nutrition contained in the product, strategic location and facilities available at the restaurant. However, each buyer has their own preferences in making decisions to buy these products, this is because everyone has their own tastes (Nurhayati et al., 2020). In addition, product quality must be considered because it has a significant effect on the interest of prospective buyers and price perception also has a significant effect on the buying interest of prospective consumers. Consumers will make purchases when they feel the quality and price of the product are appropriate or competitive. In addition, the quality and price of the product will place the product in a separate position among competitors. The quality of food in a restaurant is not only assessed in terms of organoleptic but also service in serving (Aditya & Dewi, 2019). Food quality and taste are variables that together influence consumers/buyers in deciding whether to buy a product or not. However, certain groups of people ignore product quality and prioritize price in deciding to buy. On the other hand, consumers, price and taste actually influence consumers together in deciding to buy a product. Thus, product sellers must be able to translate consumer desires so that the products sold can sell (Kabanga & Yefta, 2022). Thus, Mrs. Diah Palupi needs to conduct research related to the taste and price of the food menu needed by consumers/market. The

results of the research will later be used as a basis for designing a food menu that suits market tastes, both in quality and price. This is not easy because the price of raw materials continues to increase, on the other hand it is difficult to increase the selling price of the product. Increasing the selling price of the product is indeed not easy because the purchasing power of the Situbondo Regency community continues to decline, which then has an impact on the decreasing budget for eating out. If the sale of a food menu with a live seafood model is no longer possible to continue because the selling price must be high, then it can be decided not to continue the restaurant business with a live seafood menu. It can switch to another food business with a different menu model but according to market needs

2. Priority strategy II is to conduct intensive promotions and collaborate with stakeholders to expand networks and ease of access. In this case, intensive promotions can significantly affect sales. Therefore, it is recommended that Live Seafood Restaurant can adjust the increase in promotions set to obtain the expected benefits, namely increased sales (Martowinangun et al., 2019). Promotion strategies can be carried out by means of 1) events and experiences, 2) direct marketing, 3) sales promotion, 4) interactive online marketing and 5) word of mouth marketing (Riki, 2020). Promotion can utilize e-commerce technology to gain economic benefits in the form of integrated marketing (Supriyanto & Oktiva, 2020). In an effort to accelerate targets and expand promotional networks, it can be done by collaborating with stakeholders to overcome individual obstacles and changes in the implementation of promotional programs (Umu et al., 2023). Promotion is a must because the live seafood restaurant business owned by Mrs. Diah Palupi is still relatively new, having just been pioneered in 2021. Mrs. Diah Palupi can do promotions online and offline. Online promotions can be done through various social media platforms such as Facebook, WhatsApp groups,

Instagram, TikTok and others. Offline promotions can be done in collaboration with government agencies, private companies and community groups. Situbondo Regency, which is known as the city of santri, has many community groups that often hold religious ceremonial activities that attract many people, Mrs. Diah Palupi can work with these community groups to do promotions.

3. Priority strategy III is to design a Live Seafood Restaurant based on tourist destinations and market needs. In this case, tourists travel to get new experiences at tourist destinations. One of the experiences sought by tourists is enjoying culinary or food. Therefore, in designing a Live Seafood Restaurant based on tourist destinations and market needs, universities and institutions can collaborate with them, as well as institutions that can provide training in both operational and governance fields on culinary tourism attractions (Kusyanda & Masdiantini, 2022). In designing a Live Seafood Restaurant based on a tourist destination, it can be done by designing a distinctive and varied menu that is equipped with excellent and friendly customer service so that consumers feel satisfied (Samtono, 2020). For the marketing strategy of the Live Seafood Restaurant as a tourist destination, it can be done by 1) designing a variety of food menus that are not owned by other seafood restaurants but are based on market needs, and 2) designing marketing programs for the Live Seafood Restaurant as an effective and targeted destination (Nheu & Sugiarti, 2020). If Mrs. Diah Palupi wants to design her restaurant business as a tourist destination, then it is likely that she needs additional fresh money and it needs to be recalculated properly to avoid the burden of losses in the future. Another alternative is that she can move her restaurant business to a tourist location, but it must be ensured that it is crowded with visitors and the tourist profile is in accordance with the live seafood restaurant business.
4. Priority strategy IV is to develop fish cultivation based on technology to ensure the continuous availability of raw materials at competitive prices and good quality. So far, Live Seafood Restaurant has been constrained by the continuity of raw material availability, which has an impact on the

menu procurement process (production). By developing its own fish farming, it is hoped that the constraints of the continuity of raw material procurement can be overcome. The development of effective and efficient fish cultivation is done by adopting the concept of good fish cultivation which emphasizes the number of good harvests and guarantees the safety of fishery products (Darmawati et al., 2024). Production efficiency in fish cultivation can be achieved by utilizing digital technology (Dwinafiah & Hasan, 2023). One of the uses of digital technology in fish cultivate activities is the digital-based smartphone application AQDENPRO (Aquaculture Design and Estimate Productivity). It involves a digital smartphone-based operational tool that can be used by household-scale fish farmers on suboptimal land in designing fish farming production systems appropriately, quickly and practically so that the profits of fish farmers increase (Pratama et al., 2020). Developing a fish cultivation business as a solution to overcome the scarcity of raw materials can be done by Mrs. Diah Palupi. However, it must be preceded by a feasibility study, especially technical and economic feasibility. In addition, she also needs to share with fish cultivation practitioners to ensure that the fish farming business to be built is easy to do technically and economically profitable. It should also anticipate new problems, such as a high fish mortality rate or economically more expensive than bringing in fish from suppliers. Many factors cause high fish mortality rates, for example the type of fish being cultivated is indeed difficult to farm or the location is not suitable for the type of fish being cultivated.

5. Priority strategy V is to conduct a feasibility study again on the current position of the Live Seafood Restaurant business. A feasibility study on the restaurant business needs to be carried out to determine the current position of the business, whether it is still feasible to continue or not and to what extent the business can still be developed (Darmawati et al., 2024). The many problems faced by the restaurant, such as the decreasing number of visitors, the provision of raw materials that are not continuous, and other problems are the basis for conducting a business feasibility study. It can later be used as a basis for making decisions

on formulating appropriate business development and marketing strategies (Putri et al., 2020). The feasibility study consists of technical, market, and financial aspects. Through these aspects, potential profits, risks, and strategies that can be applied to increase the efficiency and competitiveness of the live seafood restaurant business can be identified (Ardiansyah & Rohman, 2024). Mrs. Diah Palupi needs to conduct a feasibility study on her restaurant business as a step to evaluate the current condition of the restaurant business, whether the live seafood restaurant business is still feasible to continue or not. It is important to be carried out so that the decline in sales which has an impact on decreasing profits and even losses can be prevented immediately so that the losses from this business do not get bigger. In addition, the current economic conditions which are not good, which have an impact on decreasing people's purchasing power and decreasing the middle class, are the main basis for conducting a feasibility study on the current live seafood restaurant business.

#### 4. CONCLUSION & RECOMMENDATION

The marketing strategy of the Live Seafood Restaurant business in Situbondo Regency based on the priority scale is 1) designing a diverse seafood menu and distinctive taste with good quality and competitive prices to win the competition, 2) conducting intensive

promotions and collaborating with stakeholders to expand the network and ease of access, 3) designing a seafood restaurant based on tourist destinations and market needs, 4) Develop fish cultivate based on technology to ensure the continuous availability of raw materials at competitive prices and good quality and 5) conducting a feasibility study again on the current position of the Live Seafood Restaurant business.

By addressing these strategies, the live seafood restaurant not only aims to revitalize its business performance but also contributes to broader sustainable development objectives, enhancing its impact on local communities and environmental stewardship. It is recommended to conduct further research on a more detailed description of each of the five marketing strategy formulations for the Live Seafood Restaurant business in Situbondo Regency.

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