

# Policy Draft of Skipjack Tuna Processing for MSMEs in Ambon

Ludwina Pormes<sup>1</sup>, Dady Mairuhu<sup>2</sup>, Olivia Sahertian<sup>3</sup>, Poceratu Alfonso<sup>4</sup>

<sup>1,2,3,4</sup> Politeknik Negeri Ambon  
<sup>1</sup>pormesludwina4@gmail.com

## Abstract

Ambon is also known as the “city of fish.” One of the reasons Ambon is called the city of fish is since this city produces skipjack tuna with a special taste different from the skipjack tuna taste in other places. Therefore, Ambon becomes the basis for developing smoked skipjack tuna products as a leading commodity in Maluku Province. The phenomenon of the undeveloped skipjack tuna business in Ambon is due to the quiet traditional production pattern and fishmongers' unwillingness to accept changes. The packaging of smoked fish products is also less representative to be used as typical souvenirs of Ambon.

This study aims to 1) identify the understanding of the smoked skipjack tuna fishmongers in the processing, packaging, and marketing the smoked skipjack tuna; 2) identify, analyze, and interpret the supporting and inhibiting factors of skipjack tuna business; 3) identify the policy design in processing skipjack catches.

The study results demonstrate that in the production and marketing processes, although there is an ease in accessing raw materials and materials supporting the materials, the fishmongers are not willing to accept changes to use modern production methods and sterile machines. They think that modern methods will affect the taste of the smoked skipjack tuna. Moreover, the marketing process, especially for fish packaging remains to be quite traditional and unsterile merely by using the used cartons. The researchers carried out qualitative ethnographic research techniques and SWOT analysis to identify the supporting and inhibiting factors for the development of the smoked skipjack tuna business. The analysis results show the pattern of smoked skipjack tuna processing in Ambon is by formulating a policy plan that will be proposed to the government and the Assembly at Ambon Level to jointly formulate the skipjack tuna processing policies following the good standards.

**Keywords:** Smoked Skipjack, Policy Design

## 1. INTRODUCTION

Maluku is one of the provinces located in the eastern part of Indonesia. Maluku is known as an archipelagic province with a large enough ocean area. Ambon as the provincial capital is now also called the “city of fish.” The area of Ambon City is 377 km<sup>2</sup> with a land area of 359.45 km<sup>2</sup> and a sea area of 17.55 km<sup>2</sup> with a coastline length of 98 km<sup>2</sup>. Ambon is located between 3°-4° South Latitude and 128°-129° East Longitude. Ambon has five sub-districts overseeing 20 sub-districts and 30 villages.

Referring to initial observations, the current producers of smoked skipjack tuna are conducting the production process (smoking

the skipjack tuna) manually and traditionally. Skipjack tuna is a type of seawater fish preserved through a maturation process by smoking. The packaging of smoked skipjack tuna products has not sufficiently represented Ambonese souvenirs. Moreover, the community lifestyle, in this case, the skipjack tuna fishmongers, does not match their income. This condition situates “bite off more than you can chew.” Smoked skipjack tuna fishmongers often use the sales proceeds to finance household life and never manage business finances for greater business sustainability.

Although the smoked skipjack tuna is processed traditionally and less hygienic, it is in great demand by consumers both within and

outside Ambon. Therefore, this is a business opportunity for Ambon residents to develop the business of skipjack tuna.

In conclusion, the processing and sales of smoked skipjack tuna in Ambon remain traditional yet the demand for these products is quite high in Ambon. Smoked skipjack tuna is not only good for public consumption but has also become one of the typical culinary menus for Ambon visitors.

Today's business development is growing rapidly and more modern due to the usage of technology. Hence, the resulted products must also have high quality, follow developments, and meet consumer tastes. Since the sale of skipjack tuna is still relatively ordinary and traditional, the modern and hygienic products in accordance with micro-business standards set by the government are urgently needed. One of them is related to the regulation of marine products in Maluku, namely the Regulation of the Minister of Marine Affairs and Fisheries No. 05 of 2021 concerning Fish Processing Business and Regulation of the Governor of Maluku No. 23 of 2017 as a product of regional laws and policies regulating job descriptions and positions of highly main leaders, administrators, and supervisors on marine product management. This regulation was issued by the Maluku Regional Government to be applied to post-harvest management of marine products.

Concerning the phenomena that have been explained, through this research, the authors intended to uncover the problem more thoroughly and result in outputs useable to regulate and manage the processing and marketing of smoked skipjack tuna in Maluku Province, especially Ambon.

#### **This research aimed to:**

1. Identifying smoked skipjack tuna fishmongers' understanding regarding processing, packaging, and marketing of the smoked skipjack tuna.
2. Revealing, analyzing, and interpreting the supporting and inhibiting factors of the smoked skipjack tuna business.
3. Finding the right policy design in processing the skipjack tuna catches.

#### **Literary Review**

The term policy is often used interchangeably with the term goals, programs, decisions, laws, provisions, recommendations, and grand designs (Wahab, 1997). Policies are essential guidelines for action. These guidelines could be very simple or complex, general or specific. In line with the meaning of the policy stated by the United Nation, Fredrick (1998) provided a policy understanding, namely a series of actions proposed by a person, group, or government in a certain environment by pointing out the obstacles and opportunities for the implementation of the proposed policy to achieve certain goals.

Anderson (in Islamy, 1998) stated that policy is a series of actions having a specific purpose followed and carried out by an actor or group of actors to solve certain problems. In short, relying on the aforementioned definitions of policy, it can be implemented yet in the reality. It is often and widely employed by government or state known as public policy. Policies that have been formulated intend to achieve certain goals. This context can be interpreted that the policy will not be successful if, in its implementation, it has nothing to do with the goals that have been set.

#### **Definition of Micro Small and Medium Enterprises**

The general understanding of Micro, Small, and Medium Enterprises issued by various institutions is explained as follows:

##### **1. Determined from the Decree of the President of the Republic of Indonesia No. 99 of 1998**

Definition of Small and Medium Enterprises: Small-scale people's economic activities mostly in the form of small businesses that need to be protected from unfair business competition.

##### **2. Set up on the Central Bureau of Statistics**

Definition of Small and Medium Enterprises: Following the number of laborers. Small businesses are business entities having 5 to 19 workforces, while medium businesses possess 20 to 99 workforces. Small and Medium Enterprises (SMEs) are not always the same in every country. In other words, in general, they always vary depending on the concept employed by the state. Each

definition reflects at least two aspects in common, namely the aspect of labor absorption and grouping companies in terms of the number of workers absorbed in groups of the companies, for example, according to their distribution (Partomo and Rachman, 2002).

### **Classification and Morphology of Skipjack Tuna (*Katsuwonus Pelamis*)**

Regarding the taxonomy, skipjack tuna (*Katsuwonus pelamis*) is classified as follows (Saainin 1984 in Santoso, 2018):

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*Species: Katsuwonus pelamis*

Skipjack tuna has a rounded or elongated body and lateral lines. The hallmark of skipjack tuna has 4-6 black lines extending along the body sides, a weight of about 0.5-1.5 kg, and a length of about 30-80 cm in general, and special characteristics. Its body owns a shape resembling a torpedo (fusiform), round and elongated. It also possesses gill rakers (gill filters) of about 53-63 pieces, two separate dorsal fins. The first dorsal fin shows 14-16 spines; the pelvic dorsal fin is followed by 7-9 finlets. There is a very strong keel between two smaller ridges on each side and caudal fin (Matsumoto et al., 1984 in Santoso, 2018).

### Empirical Study

Dahulai et al. (2014) explained three smoking processes, namely cold smoking, warm smoking, and hot smoking. Hot smoking is widely carried out in the Maluku area since the process is faster than the other two smoking processes.

Research by Latuconsina et al. (2018) found that the smoked fish fishmongers in Ambon commonly conduct the smoking process simply by placing the fish horizontally on a fire stove producing smoke. In the traditional smoking process, it takes approximately  $\pm 3$  hours because it is in an open room. Therefore, based on these findings, a technology-based automatic fish grill has been successfully created to process fish back and forth automatically without routine observation. This fish smoking production tool is different from other products sold in the market because this tool is made under the needs and conditions of home industry entrepreneurs in Ambon and its surroundings. This tool facilitates the home industry entrepreneurs to save time and energy in producing smoked fish.

In his book, *Involusi Pedagang Ikan Asar* (Involution of Smoked Fish Fishmongers), Pormes (2015) stated that developing small and medium enterprises is no longer enough to improve and facilitate all things regarding production and marketing. This improvement needs the change of consumption patterns and this is closely related to culture. Consequently, assisting fishmongers to achieve the desired development or expectations is necessary. For that reason, Pormes (2015) conducted a literature review on the characteristics of the household economy, production, and marketing as follows:

### The Characteristics of Household Economy

The economic characteristics of the household are a significant part of family life or society in general. Economic characteristics arise because of the desire to act in possible situations to obtain profits or income for the family, generally driven and influenced by the intention to meet needs. The stronger the desire to fulfill the necessity, the economic characteristics sought to obtain income will be stronger as well.

The characteristics of the household economy are individuals' actions to earn and consume income to satisfy their needs. In general, economic characteristics are motivated by a person's or group's needs. To fulfill these needs, people should work hard. If the working earning is not sufficient for

meeting their needs, someone will look for alternative solutions, whether to establish a type of business or another effort to cover the shortfall. Consequently, the economic characteristics of the household are patterned since they are driven by family needs. For this reason, in obtaining maximum salary, family members could work together to develop a family business. The purpose of accomplishing family needs is for satisfaction or consumption. Every activity carried out by a person or group is driven by the necessities of life (hunger, need for protection and security, as well as social status) (Reksohadiprojo, 1995: 256).

The characteristics of the household economy are affected by the allocation of labor in the household; family members will work and try to earn salary. The influence of the environment and changes in the basic level of human life will be a motive for trying any effort. Characteristics are the same as behaving. According to Hersey (1992: 20), behavior can change if the existing needs increase to be the most powerful motive. He further stated that there are two factors impacting the strength of behavior, namely expectations and limitations. In addition to both factors, preconceived patterns of behavior affect a person's behavior. The longer a person's behavior is reinforced, the more patterned the behavior becomes and the more laborious the behavior is to change (Hersey 1992: 29).

There are two types of economic behavior, namely actions to earn income and actions to spend the earnings. Actions to earn income are always associated with production and marketing processes in family economic activities. Production and marketing activities aim to earn salary and are used for consumption. This can be seen from the pattern of household consumption. A consumption pattern is a way of allocating the amount of management for consumption following the pay received. The amount of consumption expenditure is based on the income received, and it is largely determined by the amount of earning attained by the household concerned.

### **Marketing**

Marketing is an extension of the production activities carried out mainly to obtain income for household consumption. In other words, the marketing process is aimed at

meeting the desires and needs of consumers to achieve maximum income. Hence, in understanding the marketing concept, many things must be taken into account. One of them is relationships and networks. Relationship marketing aims to build mutually satisfying long-term relationships with consumers, suppliers, distributors, and others. Relationships are significant to escalate and maintain the business in the long term since relationships provide many conveniences for business development.

For example, Williamson (1995:172-256), in his book entitled *Organization Theory: From Chester Barnard to the Present and Beyond* New York, defined the transaction costs as costs that must be borne by the parties exchanging the goods or services each other. Network marketing is conducted by entrepreneurs by providing various existing conveniences, such as emphasis on transaction costs for consumers with indirect orders by maximum communication via telephone. Then, orders will be prepared to be delivered to consumers.

Another thing is that network marketing can create trust between the two parties, and thus this trust has the potential to provide smoothness in the marketing process by way of consumer orders will be paid after the order is taken. As a result, in economic activities including marketing, it turns out that social capital is urgently needed and encourages business improvement with the business network built by consumers, distributors, suppliers, and other parties. This relationship forms a trust providing many facilities for long-term business development in order the economic activities do not only rely on physical capitals, such as goods, money, and others, or limited to human capital as an actor or part of business actors, but also rely on the role of social capital as a glue binding people together and creating a positive atmosphere to the development of a business.

Partnership (a form of business network) in marketing is a form of continuous cooperation in a marketing process involving two or more parties aiming at establishing reciprocal relationships providing additional values (value creation) for each party involved in the marketing process. The partnership also means cooperation between several parties with the same goal and each party has the

resources needed for the achievement of common goals.

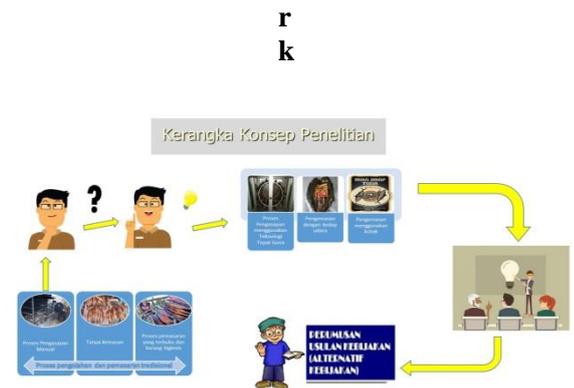
According to Craven (2000: 204), several factors are encouraging an organization or business to cooperate in developing relationship strategies with other parties, namely increasing the values offered to customers, diversity, instability, and risks from the global business environment, technological complexity, the desire for large resources, the need to access the global markets, and the availability of impressive information technology to operationalize the coordination between companies.

Therefore, the realization of a partnership requires a relationship that has taken place previously. A sustainable good relationship will only be created through a process that will generate the trust and commitment needed to form a partnership in marketing.

## F i g u r e 1

### R e s e a r c h C o n c e p t

### F r a m e w o



Viewing the background of the problems previously mentioned, the researchers describe the research conceptual framework as a flow or mindset in developing research issues, namely:

1. There are three main problems faced by smoked fish fishmongers in Ambon that can be seen in the figure.
2. There are several solutions offered by the PKUP research team presented in the figure.
3. Focus Group Discussion/FGD is planned to involve related parties including smoked fish fishmongers in Ambon, Ambon Regional Government (Department of Industry and Trade of the City, City Fisheries Service, City Legal Bureau, City Cooperative Service), Ambon Regional House of Representative commissions 1 and 3, Director of Ambon State Polytechnic, Head of P3M of Ambon State Polytechnic.
4. Designing and formulating the agreement in the form of policies regarding the products developed by the research team for smoked fish fishmongers in Ambon (advantages, weaknesses, opportunities, and threats)

### Research Method

This study is qualitative field research where the researchers directly observe the research object to obtain information related to research needs. This study was located in Ambon and was conducted for six months. The types of data used were primary and secondary data. Primary data were attained based on direct interviews with key informants through survey methods and field observations concerning the question guidelines designed

under the research needs. Furthermore, other data will be collected from the results of the FGD (Focus Group Discussion) planned to be carried out with key informants, both SMEs and related agencies. In this research, the points are policy, processing of fish catches, and MSMEs in Ambon.

The data analysis technique in this study is descriptive qualitative with ethnographic techniques, namely exploring the life, culture, and habits of MSME actors processing smoked skipjack tuna in Ambon. The series of processes for data analysis begins with all the transcribed results of the researcher's interviews with key informants. From the interview transcript recap, the researchers created a matrix as well as an outline and categorization of themes. From the categorization of themes, the researchers wrote the final report. Writing research reports cannot be separated from the overall stages of activities and research elements. The ability to report research results is an absolute requirement for a researcher. Furthermore, formulating the results of field research is by employing SWOT analysis (Albert Humphrey, 1960-1970) to analyze the supporting and inhibiting factors of the business.

## **Discussion**

### **The Understanding of Smoked Skipjack Fishmongers in Terms of Processing, Packaging, and Marketing Processes**

#### **Production Process**

There are only two types of fish used for the smoked fish production process, namely tatihi fish and skipjack tuna. The most commonly used is skipjack tuna. The people of Maluku from the past were used to using these two types of fish specifically for smoking fish. However, the researchers did not find the reason for the use of only both types of fish in the field. What the researchers could conclude was that both types of fish have a distinctive taste and have been used by the people of Maluku for smoking fish for a long time.

The forms of processing and production of smoked skipjack carried out by the smoked skipjack tuna fishmongers are simple and quite traditional. The materials and equipment used are out of date and less-hygienic.

Regional government intervention related to the handling of smoked skipjack tuna business is executed continuously. Various integrated assistance and counseling have been provided, yet most of the smoked skipjack tuna fishmongers refuse to innovate as stated by one of the smoked skipjack tuna fishmongers in Galala village, Mrs. Nelo Kumbangsila (serving as secretary of the smoked fish fishmonger group in Galala). For this reason, the fishmongers persist with traditional processing because the market demand requires it.

The number of skipjack tuna produced by the fishmongers each day varies greatly from one another. Some can produce up to 30 fish (60 pieces) per day on average. Some can only produce 10 fishes (20 pieces) of skipjack a day on average. This is since the frequency of business of each fishmonger is dissimilar. Some have been in business for an extremely long time and some have just started this business, and thus the market demands are different. This is a phenomenon encountered by every seller everywhere. Another thing that affects the production of smoked skipjack tuna every day is the diverse capital owned by the fishmongers. Some traders have a large capital, while some others have small capital.

The institutional form reflected in the business of skipjack tuna in Galala Village is the workforces employed to assist fishmongers in the production and marketing process consisting of their family members, friends, and relatives yet they are still paid according to their work. The reasons behind the fishmongers' decision to hire their close people are no need for long adjustments, saving more costs, strengthening kinship bonds, caring for each other, and helping each other to provide for each other's families. Moreover, there is already a sense of mutual trust and a high sense of solidarity between them which will enable them to further develop their business in the future.

Similar to the amount of skipjack tuna production, the expenditure for the production process varies greatly from one fishmonger to another since the production of skipjack tuna also varies. The production is a lot since the market demand for smoked fish is high. On the contrary, small production is caused by small market demand.

The expenditures for the purchase of materials and production equipment are Rp.

500,000 per week on average. However, if market demand increases, it is possible to purchase materials and production equipment twice a week.

The observation of the marketing process of skipjack tuna carried out by the fishmongers in Ambon found various things related to the current marketing process. The relationships built between sellers and consumers could create trust and the built relationship pattern could derive some benefits. The business strategies conducted by the fishmongers are solely to attract the interest and tastes of consumers to buy the fishmongers' skipjack tuna. According to one of the smoked skipjack tuna fishmongers in Amahusu, namely Mrs. Yulen, the smoked skipjack tuna fishmongers have regular customers who often order. Consequently, from the marketing side, some business strategies have been carried out. On another side, the strategies implemented can also lead to misunderstandings among sellers that potentially result in conflicts between the skipjack tuna fishmongers. So far, the conflicts that have occurred can be resolved amicably.

Business competition among the skipjack tuna fishmongers is prominent at the sales locations in the Mardika and Batu Meja markets, in Waihaong, and Galala-Hative Kecil as those fishmongers are in the same business environment and location. Furthermore, price competition is due to the absence of a specific benchmark price for each skipjack tuna they sell. This is since the business of selling skipjack tuna is still categorized as informal small and medium enterprises (MSMEs) meaning that it does not yet have an official business license.

The informal categorization provides a distinct advantage for fishmongers since they are free to determine the price of smoked fish according to their wishes, and they are not subject to business taxes. Consequently, the fishmongers could feel comfortable with their existence and conditions due to the conveniences and benefits they gain. Moreover, the price of skipjack tuna does vary, nevertheless it is only a slight dissimilarity. Although the difference is small, the price remains to be used as a competitive strategy.

The marketing locations of smoked fish fishmongers vary. Some are in markets, on the outskirts of the highway which is a

trans route and a place of traffic for community activities allowing consumers to more easily reach. The marketing expenditure for the sale of skipjack tuna is small because the packaging is exceedingly simple, nonetheless it is still part of the business expenses that must always be detailed to calculate the profits earned by the sellers every day or every month.

This expenditure on the packaging of smoked skipjack tuna also serves as a business strategy carried out by the fishmongers. This strategy aims to provide good service for consumers, to make them feel comfortable and satisfied, and continue to instill trust in the fishmongers to place the next smoked skipjack tuna orders.

From various business strategies and the hard work of skipjack tuna fishmongers, they can survive with this business since it is the foundation of the family's economy. Meanwhile, there are weaknesses of the fishmongers related to the management of this smoked fish business. The weakness lies in the management of business finances.

The fishmongers do not have special books regarding the management of their business. They rely more on manual calculations than regular bookkeeping. Hence, they cannot routinely calculate business expenses and income in one month.

The fishmongers only need to remember how much they spend in a day and then how much pay they earn. If they gain a large enough profit, they will save a little and the rest is used to meet the daily economic needs of the family.

The fishmongers often judge the success rate of sales established on the number of unsold fish in a day. If all of the skipjack tuna are sold out, then they consider that they are successful in marketing their business. On the other hand, if the skipjack tuna is unsold out they will see it as a marketing failure that they manage that day. Overall every day, there are still unsold smoked skipjack tuna even in small quantities.

Starting from the phenomenon of smoked fish sellers, it is clear that many conveniences and advantages they obtain from this marketing process that can help to develop their business. They just have to learn more and accept the various forms of innovation provided to them to produce maximum results. The skipjack tuna fishmongers in Ambon have

a lot to learn and must be able to manage the finances of their business to prevent running a business without any future goals.

Another issue that cannot be separated from the processing of skipjack tuna is business capital. From the survey results, most fishmongers thought that they lacked capital for business development. Based on observations, it turned out that skipjack tuna fishmongers expected more assistance from the government. In reality, any assistance provided in the form of equipment is not used and sometimes, some are resold or left to be damaged. Their expectation for assistance is actually in the form of funds as business capital. In other words, the fishmongers only

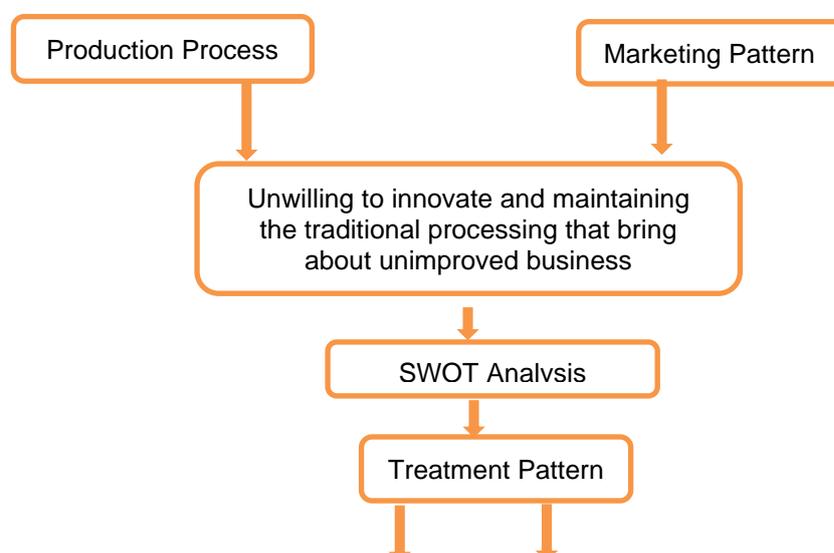
expect capital assistance from the government. Therefore, through this research, the researchers design a policy for processing skipjack tuna that will be proposed to the Ambon regional government as part of the research outputs planned to be produced and compiled as an Academic Manuscript.

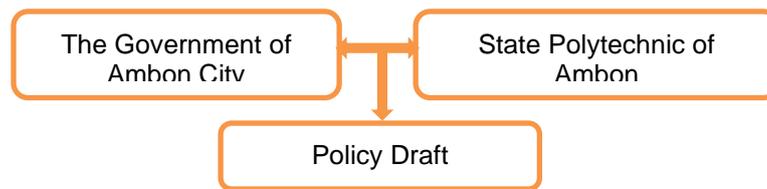
#### **Supporting and Inhibiting Smoked Fish Business**

The field observation results, the supporting and inhibiting factors of the smoked skipjack tuna fishmongers' success in Ambon are explained by using the following SWOT analysis approach (Albert Humphrey, 1960-1970):

<b>Factors</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Production	<ul style="list-style-type: none"> <li>Natural resources in the form of fish, especially skipjack tuna, are quite easy to find</li> <li>Production supporting equipment including firewood, board, parsley, and wire rope are also available and close to the sales area</li> <li>Government assistance in the form of a good business location</li> <li>Government assistance for the procurement of smoking equipment in the form of a modern and hygienic oven</li> </ul>	<ul style="list-style-type: none"> <li>The raw fish is bought in the market, not directly from the fishing motorbike where the quality of the fish is not good anymore</li> <li>Quite traditional and unhygienic production process</li> </ul>	<ul style="list-style-type: none"> <li>The fishmongers are willing to apply for a business license to help them in managing the fish by using the right SOPs and meeting fish quality standards under the existing regulations, and thus smoked fish processing can penetrate regional markets.</li> <li>The fishmongers are willing to accept change and innovate by developing production processes using modern and hygienic tools</li> </ul>	<ul style="list-style-type: none"> <li>The existing competition of skipjack tuna new products, namely liquid smoked fish by using modern, durable, and hygienic tools.</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>There are customers/priority consumers</li> </ul>	<ul style="list-style-type: none"> <li>The packaging process for the smoked fish</li> </ul>	<ul style="list-style-type: none"> <li>The fishmongers are willing to accept changes</li> </ul>	<ul style="list-style-type: none"> <li>The business strategy must be changed starting from pricing,</li> </ul>

	<p>who have become regular customers and can order the smoked fish only by communication via telephone/WA messages</p> <ul style="list-style-type: none"> <li>• Strategic sales location (market, in front of the main road)</li> <li>• The price of the smoked fish is determined by the fishmonger.</li> </ul>	<p>ordered by consumers is simple and not sterile, only by using the used cartons.</p> <ul style="list-style-type: none"> <li>• The price competition often creates conflict between sellers because there is no price benchmark</li> <li>• The smoked fish sellers never manage their business finances properly</li> </ul>	<p>and innovate for fish packaging that is more sterile, hygienic, and durable</p> <ul style="list-style-type: none"> <li>• The fishmongers must have a business license in order there is a benchmark price from the government</li> <li>• There must be good business management and business financial arrangements for the fishmongers to know how much the expenses, income, and profits are from selling the smoked fish</li> </ul>	<p>business financial management otherwise customers will not come back to buy</p> <ul style="list-style-type: none"> <li>• The smoked fish must be packaged and given a business label in accordance with business standards from the city government</li> </ul>
Government	<ul style="list-style-type: none"> <li>• Assisting in the form of modern and hygienic business equipment</li> <li>• Extension/socialization</li> <li>• Creating a location suitable for doing business</li> <li>• Venture capital assistance</li> </ul>	<ul style="list-style-type: none"> <li>• The absence of continuous assistance to the smoked fish sellers from the production to the marketing processes and business financial arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Assisting the smoked fish sellers who will take the business licenses</li> <li>• Designing skipjack tuna processing policies in accordance with the established standards</li> </ul>	<ul style="list-style-type: none"> <li>• The government has to synergize with the smoked fish sellers to improve the processing of the smoked skipjack tuna otherwise the business of the smoked skipjack tuna will decline and may become extinct</li> </ul>





### CHART OF SMOKED FISH PROCESSING IN AMBON

The following is a fish smoking process performed in a modern way by utilizing a tool

with the ability to kill microorganisms and provide a distinctive taste:



**Figure 1**  
**Fish Processing Using Liquid Smoke**

#### Policy Draft of Smoked Fish Processing

Concerning the results of field observations, interviews with key informants,

and the FGD activities, the Draft Policy of Smoked Skipjack Tuna for MSMEs in Ambon is concluded as follows:

##### 1. Permit from the Government and approval from the Assembly at Ambon city level.

These permits include:

- Management of *PIRT/Produksi Izin Pangan Industri* (Production of Industrial Food Permits) issued by the health office related to sanitation and a clean business environment in accordance with health standards.
- Register your *NIB/Nomor Induk Berusaha* (Business Identification Number) at the TSP (one-stop permit service of Ambon) for free.
- Registering *KUSUKA/Kartu Usaha Perikanan* (Fishery Business Card) online through the fisheries service and extension workers for free. *KUSUKA* is required online to be registered with the *KKP/Kementerian Kelautan dan Perikanan* (Ministry of Marine Affairs and Fisheries) so coaching and assistance can be carried out starting from raw material assistance, business facilities, etc.
- Complying with the requirements of the *UPI/Unit Pengelolaan Ikan* (fish processing unit) covering fish processing facilities and activities, namely fish salting/drying, smoking, freezing, fermentation, pulverizing, cooling, canning, seaweed processing, fish sauce production, chips and crackers processing, and other processing. These requirements will be verified by the Department of Industry and Trade of Ambon.
- Obtaining Micro and Small Enterprise license aiming at providing legal certainty and empowerment facilities for Micro and Small Enterprises Actors in developing their enterprises. Moreover, the procedure to attain the Micro and Small Enterprise license, after the Decree of President is issued, is simpler, easier, and faster so that it is profitable for business owner as long as they have fulfilled

<p>photocopy of Family Card and Identity Card of the business owner, photocopy of certificate from the Urban Village, Tax ID Number, photo size 4x6, and business documentation (free management).</p>
<p><b>2. Supervision from the Government</b></p> <ul style="list-style-type: none"> <li>- The smoked skipjack tuna fishmongers are included in the mentoring group of the City Regency. Therefore, there is a need for continuous supervision related to the processing of the smoked skipjack tuna.</li> <li>- There must be a special instructor who can provide education and innovation following the current business developments for skipjack tuna fishmongers in Ambon</li> </ul>
<p><b>3. Assistance from the Government</b></p> <p>There must be continuous assistance to the smoked skipjack enterprise, starting from assistance in issuing business permits to the processing of smoked skipjack tuna which must be in accordance with the SOPs that have been regulated in the Regulation of Minister of Marine Affairs and Fisheries Number 05 of 2021.</p>
<p><b>4. The Quality of Smoked Fish</b></p> <ul style="list-style-type: none"> <li>- The quality of fish as raw material employed in processing smoked fish should meet the SOP (Standard Operational Procedure) starting from the selection of raw materials. Materials and equipments supporting the production process must be hygienic and do not contain bacteria and germs which will be monitored with a <i>PIRT</i> permit.</li> <li>- Relying on the UPI standards regarding the environment/Sanitation, the fish cleaning area should not be near the bathroom and use clean running water, for example, using the water from Municipal Waterworks.</li> <li>- The raw materials are directly purchased from fishing grounds, not from the market since the suitable fish for processing is the fresh and new ones.</li> </ul>
<p><b>5. Marketing</b></p> <ul style="list-style-type: none"> <li>- Packaging of the smoked fish must follow the legal basis of Law No. 18 of 2012 concerning food, Regulation of President No. 28 of 2004 concerning food safety, quality and nutrition, the Regulation of the Head of National Drug and Food Control Agency No. HK.03.1.23.07.11.6664 of 2011 concerning Food Packaging Supervision, the Regulation of the Minister of Industry No. 24/M-IND/PER/2/2010 concerning the Inclusion of the Food Grade Logo and Recycling Code, the Regulation of the Minister of Industry No. 20/M-IND/PER/2/2012 concerning Compulsory Enforcement (CE) of Melamine Products-Eating and Drinking Utensils, Several CEs such as CE of polystyrene foam for food packaging, plastic containers for food/drinks, and packaging for bottled drinking water.</li> <li>- Food safety Planning:</li> <li>- Article 2: Food Safety Requirements including Food Sanitation, Food Additives, Genetically Engineered Food Products, Food Irradiation, Food Packaging, and Food Contamination.</li> <li>- Article 16: a) Everyone who produces Packaged-Food is obliged to use Food Packaging meeting the requirements. b) Requirements for Food Packaging as intended in paragraph (1) shall be determined by the head of the institution carrying out governmental duties in the field of drug and food control.</li> <li>- Flexible food packaging uses flexible materials (paper, polymer film, aluminum foil, metalized film). Generally the printed and/or laminated packaging can be deformed according to the shape of the contents.</li> </ul>
<p><b>6. Facilities and Infrastructure</b></p> <p>The fishmongers should have appropriate business place. Business location and environment should be in accordance with the standards of place of meal or food selling</p>
<p><b>7. Innovation of Tools</b></p> <p>The fishmonger should use each tool and material of smoked fish processing that have passed the feasibility test for food production provided by the government or college.</p>

## Conclusion

1. Ambon is also known as the "city of fish." One of the reasons of Ambon called the city of fish is since this city produces skipjack tuna with a special taste different from the skipjack tuna taste in other places. Therefore, Ambon becomes the basis for developing smoked skipjack tuna products as a leading commodity in Maluku Province. However, although this business of smoked skipjack tuna is highly well known among the people of Maluku, especially in Ambon, and other areas, mostly fishmongers are not growing.
2. The undeveloping business of skipjack tuna fishmongers in Ambon is due to the production pattern which is still quite traditional and the fishmongers are reluctant to accept changes. The packaging of smoked fish products is also not representative enough to serve as Ambonese souvenirs. Furthermore, the lifestyle of the community, in this case, the smoked skipjack tuna fishmongers, is not in accordance with the income they have. It is like a saying "bite off more than you can chew." Skipjack tuna fishmongers often use the sales proceeds to finance household life and never manage business finances for greater business sustainability.
3. In terms of the production and marketing processes, although there is easy access to raw materials and production supporting materials, in reality, the fishmongers do not accept changes to use modern production methods and sterile machines. They thought that the changes would affect the taste of the smoked skipjack. Likewise, the marketing process, especially for fish packaging, is out of date and not sterile by only using carton for packing process.
4. Referring to the research results, the researchers conducted a SWOT analysis to identify the supporting and inhibiting factors for the development of smoked skipjack tuna fishmongers. The results revealed that the pattern of smoked skipjack tuna processing in Ambon is to formulate a draft policy

that will be proposed to the city government and with the Assembly at Ambon City level to jointly formulate a policy for processing smoked skipjack tuna in accordance with good standards.

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