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Proposed Business Strategy To Improve Competitive Advantage In Healthyle Startups

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Abstract– Healthyle aims to address consumer concerns regarding catfish product quality through a rigorous certification process. Bogor and its surrounding areas are selected as the primary target market due to high local demand. This study seeks to assist Healthyle in developing an effective business strategy to establish a significant presence in Indonesia's catfish farming industry, particularly in Bogor. Strategic analysis encompasses the assessment of internal factors through the Internal Factor Analysis Summary (IFAS) and Value Chain analysis, and external factors through the External Factor Analysis Summary (EFAS), PESTEL analysis, and Porter's Five Forces model. The Competitive Profile Matrix (CPM) compares Healthyle's performance with competitors, while the Strategic Factor Analysis Summary (SFAS) integrates key findings. This comprehensive approach is expected to support short-term profitability and long-term sustainable growth, while enhancing strategic decision-making. The analysis highlights Healthyle's strengths in product certification and quality assurance, aligning with increasing consumer demand for safe catfish products. Opportunities include rising market demand and government support for aquaculture, whereas threats involve intense competition and regulatory challenges. IFAS and EFAS suggest that Healthyle holds a favorable strategic position, while the Value Chain analysis emphasizes the importance of operational efficiency and brand development. The CPM indicates that Healthyle leads in certification quality but faces challenges in distribution reach. SFAS prioritization underscores the need for strengthening supply chain partnerships and expanding market awareness to secure sustainable growth and competitive advantage.
Keyword: Market; Price; Products

I. INTRODUCTION

Catfish, as one type of freshwater fish that is actively cultivated in Indonesia, has a very important economic impact in the domestic context. Naturally, catfish species inhabit areas such as swamps, rice fields and freshwater cultivation ponds, with a preference for living in freshwater environments and not in brackish or saltwater. Catfish growth is strongly influenced by a number of factors, including biotic elements such as temperature. However, catfish are very clean fish, so they help keep their aquatic environment tidy by consuming waste and leaving behind excess food. Using automatic food dispensers to feed fish can cause catfish to be overfed, resulting in food waste and potential water pollution.

Additionally, there have been reports of catfish farms selling dead fish to other fish farmers, which can contribute to the spread of disease and resistant bacteria. To ensure sustainable catfish production and maintain hygiene standards, it is important to have a good supply of fish fry and live fish food. Additionally, it is critical to implement proper hygiene practices and control infections in hatcheries and catfish production areas. In addition, proper water quality management and regular monitoring of nutrient levels and biochemical oxygen requirements are essential to reduce the pollution risks
associated with catfish farming. Overall, good catfish hygiene includes keeping the environment clean, ensuring a balanced and appropriate diet, monitoring water quality, and implementing strict biosecurity measures to prevent disease outbreaks and improve the overall health and productivity of catfish farms.

Therefore, the assumption that catfish is an unhygienic fish is incorrect and misguided. However, catfish are very clean fish, so they help keep their aquatic environment tidy by consuming waste and leaving behind excess food. Using appropriate hygiene measures and implementing effective water quality control methods is essential to ensure sustainable and hygienic catfish production. To ensure sustainable catfish production and maintain hygiene standards, it is important to have a supply of good quality fish fry and live fish food, such as tubificid worms. By implementing these steps, catfish farming can become a hygienic and sustainable practice that contributes to the production of high-quality fish for consumption. However, catfish are

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very clean fish, so they help keep their aquatic environment tidy by consuming waste and leaving behind excess food. Appropriate hygiene and infection control measures are necessary in catfish hatcheries to prevent economic losses. Therefore, the perception that catfish is an unhygienic fish is based on misconceptions and can be disproved by implementing proper hygiene practices and ensuring water quality and farming systems are managed effectively [1].

The role of temperature in the growth of catfish has a very important role, because water temperature influences their metabolic activity significantly. When the water temperature is within the optimal range, catfish can achieve the most productive growth rate. However, when the water temperature is too low or too high, the enzyme activity in the catfish's body can be affected, ultimately impacting their metabolism and growth.

Catfish farming plays an important role in meeting the food needs of the Indonesian people because it provides a sustainable source of protein The claim that catfish are dirty fish is not true. In fact, catfish is a fish that is low in cholesterol and contains nutrients that are good for the body. They are opportunistic feeders that consume a variety of aquatic organisms, including detritus and organic matter found at the bottom of waters. However, this does not mean the food is dirty or unsafe to eat. Catfish is a nutrient-dense food, rich in protein and low in cholesterol, making it a healthy choice for individuals who want to maintain a balanced diet. It is also a great source of vitamins and minerals, including vitamin B12, vitamin D, and selenium. Additionally, catfish contains omega-3 fatty acids, which have been linked to various health benefits such as reducing inflammation and supporting heart health. Catfish is a freshwater commodity that has high economic value on the market and is in high demand, especially in Indonesia, Sumatra and Kalimantan [2].

In fact, catfish is a popular and safe food source in many parts of the world. They are consumed after being cleaned, sliced, and cooked properly. The "muddy" taste sometimes associated with catfish can be reduced through proper preparation methods. When it comes to catfish, it is important to ensure proper handling, storage and cooking techniques to maintain food safety standards. It is important to remember that catfish are a diverse family of fish species, and not all of them exhibit the same feeding behavior or taste profile. Therefore, the term "dirty fish" is a generalization that does not accurately represent the entire group. The fish produced using this cultivation system are healthy fish according to CBIB standards, because the cultivation pond water is properly filtered so that the ammonia content can be controlled. However, activities that have a positive impact on some communities do not mean they do not cause problems for other communities and the environment. Program on Good Fish Cultivation Methods with the aim of fixing pockets of fish cultivation which are considered to violate regulations. Minister of Maritime Affairs and Fisheries of the Republic of Indonesia Number Kep. 02/MEN/2007 concerning guidelines for Good Fish Cultivation Methods to increase the quantity and quality of aquaculture commodity production in Indonesia.

The data we obtain through DataIndonesia.id catfish production covering the whole of Indonesia within a period of 10 years It can be seen that sales of catfish have increased very significantly in 2017. We can conclude that after that year the population in Indonesia already has the confidence and desire to prefer eating catfish even though catfish has a bad connotation. The marketing carried out by Healthyle includes marketing to Parung Market, Bogor City Industry and Trade Service Cooperative, catfish pecel traders around Bogor City, and finally the product we make, namely Frozen Food. This Frozen Food makes it easy for consumers to eat clean catfish instantly. The products available are ready to fry catfish, catfish nuggets, catfish katsu, and otak-otak. With this research we are trying to increase sales of catfish in the community by spreading awareness so that people can enjoy catfish without having to be afraid of catfish products whose cleanliness cannot be guaranteed as previously circulating on the market [3].

Developing awareness is an important step in changing the generally negative perception towards Catfish, which are often considered to be related to fish that live in dirty conditions or whose cleanliness is not guaranteed. However, it is important to remember that this perception may not always be true. Catfish, like other fish, can be managed and cultivated in a clean and controlled environment. To increase this awareness, public education regarding healthy and safe catfish farming practices is key. This activity may include an explanation of how catfish can grow in a controlled environment and given

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healthy food. This will help separate catfish from the assumption that they always live in dirty conditions. In addition, certification and hygiene labels on catfishproducts that meet certain safety and hygiene standards can also help build consumertrust. With actions like this, we can change the perception of catfish into fish that are safe, delicious, and can be enjoyed by the public without worrying about hygiene problems. Through these efforts, we can change the way catfish are viewed by societyto fish that meet high standards of safety and cleanliness.

Although numerous studies have explored competitive strategies in the aquaculture and food industries, there is limited research specifically addressing business strategies for startups focusing on certified catfish products in emerging markets such as Indonesia. Existing research tends to emphasize large-scale operations or general aquaculture practices, without detailing the strategic approaches needed for small to medium-sized enterprises (SMEs) to build sustainable competitive advantages through product certification, brand development, and market positioning. Furthermore, few studies have examined how certification initiatives can directly influence consumer trust and business growth in the catfish farming sector. This gap highlights the need for focused research on strategic frameworks tailored for startups like Healthyle to strengthen their market competitiveness and long-term sustainability.

II. LITERATURE REVIEW

2.1 External Factors

Environmental issues such as weather conditions affecting sales or production, as well as the increasing interest in being “eco-friendly”, such as by recycling, are also relevant. Finally, competitive variables, such as the impact of competing companies producing similar products or lowering prices, can have a major impact on a business. The macro environment refers to external forces that have a major impact on corporate operations yet are outside the business's direct control. Demographic, economic, political, technical, legal, societal, and physical/natural variables are among them. These elements have an impact on decision-making, strategy, and growth. However, they are largely unable to directly change things in the macro environment [4].

2.2 Political, Economic, Social, Technological, Legal, And Environment (Pestel)

Political, Economic, Social, Technological, Legal, and Environment. (PESTEL) analysis is a valuable tool for organizations to understand and anticipate external factors that may influence strategic decisions and long-term success It is often used in conjunction with other strategic analysis tools to develop a comprehensive understanding of an organization's operating environment. Industry analysis involves monitoring trends, understanding the regulatory environment, recognizing the industry life cycle, and assessing global influences [5] [6].

External Strategic Factor Analysis (EFAS) a strategic planning tool that helps organizations adapt to external changes and improve competitive position, often used alongside other management tools for comprehensive understanding. Using EFAS can be very helpful for startups like Healthyle that need external opinions so that there is no bias in decision making [7].

Value Chain helps organizations in generating value and gaining competitive advantage by optimizing activities, reducing costs, improving product quality, and increasing customer value, which is important for strategic management. This analysis can be applied to every type of business, regardless of whether the business provides services or produces products [5].

2.3 Internal Strategic Factor Analysis Summary (IFAS)

IFAS is a valuable tool for strategic planning and decision making, enabling organizations to make choices based on resource allocation, investment, and capability development. IFAS is a way to organize internal factors into generally accepted categories of strengths and weaknesses. as well as to examine how well the management of a particular company responds to these specific factors given their importance to the company [5]. It is often used in conjunction with external analysis tools such as PESTEL and SWOT analysis to provide a comprehensive understanding of an organization's strategic position.

SWOT analysis is a strategic management tool used for planning purposes. This stands for Strengths, Weaknesses, Opportunities, and Threats which are the four categories in which information can be gathered [8]. This analysis is a strategic planning tool used by organizations to evaluate their internal strengths, weaknesses, opportunities and

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threats. Its strengths include a skilled workforce, unique products, strong brand reputation and efficient processes. Weaknesses include inadequate infrastructure, lack of innovation, high production costs, and poor management practices.

TOWS Matrix is a matrix that describes how the external opportunities and threats facing a particular company can be adjusted to the company's internal strengths and weaknesses to produce four sets of strategic alternatives [5]. Organizations can adopt general strategies or a combination of such strategies, based on their industry, resources, and competitive environment, to shape their business model, drive operations such as marketing, product development, and cost management, and achieve sustainable competitive advantage. A study investigating the importance of using Porter's generic strategies in companies operating in a competitive environment shows the influence of Porter's generic strategies (low cost strategy, differentiation strategy, and focus strategy) on company performance [8]. This strategy can be applied to Healthyle which has a fairly large market with very competitive competition as a business reference that is able to increase sales at Healthyle startups.

2.4 Risk Management

Effective risk management requires a comprehensive understanding of the risks that an organization may face. This includes identifying potential threats and uncertainties, assessing their likelihood and impact, and developing strategies to mitigate them. Risk management also involves monitoring and reviewing the effectiveness of these strategies to ensure that they remain relevant and effective over time. There are several benefits to implementing a robust risk management program. By identifying and addressing risks proactively, businesses can minimize the impact of these risks and protect their operations. Effective risk management can also help organizations to improve their decision-making processes, enhance their reputation, and increase stakeholder confidence.

Entrepreneurial intention is a structural support supported by education and relational support for entrepreneurship [4]. Entrepreneurial intention is a state that has motivational factors that influence the behavior of an individual [5]. Entrepreneurial intention is a behavior of individuals who do their own business in the near future [6]. So that entrepreneurial intention in this research is an individual's desire to start a business or open a business, the relationship between entrepreneurial intention and perceived behavioral control is the extent to which individuals feel able to overcome obstacles and overcome challenges that may arise in running a new business. Previous researchers stated that entrepreneurial intention is indirectly influenced by perceived behavioral control [7].

Entrepreneurial intention is not only shaped by internal motivation but also by cognitive perceptions regarding feasibility and desirability [8]. Bird (1988) emphasized that entrepreneurial intention involves a conscious mental state directing attention and behavior toward entrepreneurial goals [9]. Meanwhile, perceived behavioral control refers to an individual's belief in their capacity to perform specific entrepreneurial actions [10]. This aligns with Bandura's (1997) concept of self-efficacy, which underlines confidence as a critical factor in determining whether an intention will be turned into action [11]. So the hypothesis proposed by this study is. H1: Perceived behavioral control has an influence on entrepreneurial intention.

The indicators used to measure entrepreneurial intention have three indicators of educational climate, managing , and training [12]. Other researchers explain that the indicators of entrepreneurial intention consist of education, parental employment, and growing areas [6]. In addition, entrepreneurial intention can be measured by indicators of desire, becoming an entrepreneur, motivation, and starting a business [13]. In this study, the indicators that can be used to measure entrepreneurial intention are education management, parental employment, and starting a business. The consideration for determining these three indicators in measuring entrepreneurial intention variables is the high validity category (interval 0.70 - 0.90).

Education management is aimed at the process of managing educational activities that have been followed by the Gen Z age group. Parental employment is aimed at the important role of family guidance for the Gen Z age group. Starting a business is aimed at the Gen Z age group starting a business for profit. As a predictor of entrepreneurial intentions, perceived behavioral control is at the center of attention in

III. METODE PENELITIAN

By embracing the intricacies of human experience and perspective in their natural context, qualitative research offers a unique avenue for

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researchers to investigate the complexity of social phenomena. This research was conducted with a focus on digital media covering the Jabodetabek area, which includes Jakarta, Bogor, Depok, Tangerang and Bekasi. This research was designed based on previous field research, using digital media as the main platform. The aim of this research is to understand and analyze how the catfish business is run in digital media.

This research focuses on the catfish business within the Jabodetabek area (Jakarta, Bogor, Depok, Tangerang, and Bekasi), aiming to understand how catfish products are marketed and sold through digital media platforms while analyzing the industry's sustainable practices, market trends, and economic implications. The study investigates stakeholders, including catfish farmers, traders, consumers, government bodies, industry experts, and digital marketing professionals, as the primary subjects, while the object of the research is the catfish farming industry in the region. Data is collected through in-depth interviews and content analysis of digital media platforms, such as social media, e-commerce sites, and blogs, to assess consumer engagement and marketing strategies. Thematic analysis is employed to identify key trends and patterns, and SWOT analysis is used to evaluate the competitive landscape.

IV. RESULT AND DISCUSSIONS

4.1 External Factors

In the context of industrial competition, the volume of competition, diversity of participants, differences between competitors, and quality gaps are important factors. While there are huge opportunities in market demand, companies also have to face threats such as stiff competition andchanging market trends. The amount of competition, diversity of participants, variations between rivals, and quality discrepancies are all essential aspects in industrial rivalry. While there are several opportunities in market demand, businesses must also contend with risks such as fierce competition and shifting market trends. there are several political, economic, social, technological and environmental factors that influence the catfish industry in Indonesia. Economically, the rate of economic growth in Indonesia can affect consumer purchasing power and input costs for the catfish industry. Lastly, environmental conditions in Indonesia, such as water quality and climate, can have an impact on the health and growth of catfish.

4.2 Political, Economic, Social, Technological, Legal, And Environment (PESTEL)

Political factors influencing Indonesia is the country with the fourth largest population in the world and the largest economy in Southeast Asia, The rate of economic growth in Indonesia can affect consumer purchasing power, and input costs for the catfish industry can be influenced by economic conditions, in Social Cultural preferences and eating habits of Indonesian people can influence the demand for catfish. In Thecnological, Innovations in aquaculture technology can increase productivity and reduce costs, and in Environmental conditions in Indonesia, such as water quality and climate, can have an impact on the health and growth of catfish.

it can be concluded that there are several political, economic, social, technological and environmental factors that influence the catfish industry in Indonesia. Politically, Indonesia has the fourth largest population in the world and the largest economy in Southeast Asia. This creates a huge market for catfish products. Economically, the rate of economic growth in Indonesia can affect consumer purchasing power and input costs for the catfish industry. From a social perspective, the cultural preferences and eating habits of Indonesian people can influence the demand for catfish. Technology also plays an important role, where innovation in aquaculture technology can increase productivity and reduce costs. Environmental conditions in Indonesia, such as water quality and climate, can have an impact on the health and growth of catfish. Therefore, all these factors must be considered in developing and implementing business strategies for the catfish industry in Indonesia.

Industry analysis study considers market structure, competitive forces, and important success determinants, providing insights into the attractiveness and competitiveness of the industry. Healthyle are targeting males and females that already reach 21 years old who are employees, business owners or students because we could see the market is pretty massive.

First, competition between competitors is determined by the volume of competition, diversity of

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participants, differences between competitors, and quality gaps. These factors indicate the extent to which a company can differentiate itself from competitors and attract customers. Second, the threat of new competitors, the bargaining power of buyers, the threat of substitute products or services, and the offering power of suppliers also influence competitive dynamics. This is caused by barriers to entry, number of customers, buyers' propensity to switch, number of available alternatives, size and number of suppliers, access to distribution channels, availability of considered in developing business and operational strategies.

Table 1. Competitive Profile Matrix

Strategy Factors	Weight	Healthyle		Sea Fresh		Rumah Selera No.1	
		Rating	Score	Rating	Score	Rating	Score
Quality/ Taste	0.37	2,65	0,98	2,3	0,85	2,4	0,89
Packaging Design	0.12	2,39	0,29	2,33	0,28	2,9	0,35
Price							
Implementation	0.26	1,93	0,51	3,03	0,79	3,13	0,82
Product Variations	0.17	3,35	0,57	2,00	0,34	1,63	0,28
Service	0.078	2,25	0,17	2,8	0,22	2,7	0,21
	1		**2,52**		**2,48**		**2,55**

Source: [14]

The Competitive Profile Matrix is an important strategic management tool for businesses since it provides a structured technique for assessing their market position. The CPM visually illustrates relative strengths and weaknesses in the competitive landscape by using numerical. The CPM visually illustrates relative strengths and weaknesses in the competitive landscape by using numerical .

Based on the Competitive Profile Matrix (CPM) in Table 1, it can be seen that "Healthyle", "Segar Laut", and "Rumah Selera No.1" have almost the same total scores, namely 2.52, 2.48, and 2, respectively. 55. This shows that the three companies have a similar level of competitiveness in this industry. However, if we look in more detail, “Healthyle” is superior in quality/taste and product variety, while “Segar Laut” has an advantage in price and service implementation. On the other hand, “Rumah Selera No.1” excels in packaging design. Therefore, each company has their own strengths and weaknesses in various strategic aspects information, perceived level of product differentiation, and switching costs

The microenvironment, as a pivotal facet of internal business analysis, delves into the intricate web of internal factors that exert direct influence over a company's day-to-day operations and decision-making processes. The cultural fabric of the organization, encompassing shared values, beliefs, and norms, adds another layer of complexity to the microenvironment analysis, influencing how individuals collaborate, innovate, and respond to challenges. By conducting a comprehensive analysis of these internal components, businesses can gain nuanced insights into their organizational dynamics, fostering the identification of strengths to leverage and weaknesses to address for strategic planning and sustainable success.

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Table 2. Value Chain

		Margin
Support	Firm Infrastructure: Tarpaulin pool, PVC pipe, Pool pump, Crispy flour Hr: Number of current labor 4 People with Rp. 1.500.000/month Technology: The latest technology in fish ponds Procurement: Fish Farmer, Collector, Processor	margin represents the percentage difference between a business's total revenue and expenses.
Primary	Inbound: Catfish, Rp. 40,000 / 100 catfish measuring 8 cm, Tarpaulin pool, Rp. 52,000 - Rp. 150,000; 3 Inch PVC Pipe Rp. 22,000; Pool Pump Rp. 60,000; Crispy flour Rp. 22.500 Operations: Preparation, Pond Installation, Production Process, Harvest Outbound: Wholesalers and Retail Market and Sales: Restaurant, Traditional market Social Media: Instagram, TikTok, Facebook, Collaboration and Influencers Service: sells fresh and processed fish but focuses on catfish	

Source : [14]

Based on this table we have several opportunities, threats, strengths, and weaknesses. Opportunities include market demand and technological innovation, which will be the long-term focus. Changes in consumer behavior are short-term opportunities. Threats faced include intense competition and changes in weakening market trends, which need to be addressed in the short and medium term. The organization's strengths include good quality products and unique product knowledge, which will be its long- term focus. Weaknesses include lack of marketing capabilities, slow decision making, and weak brand reputation. These weaknesses need to be addressed in the short and medium term. A total score of 3.75 shows that this organization has good potential in overcoming challenges and exploiting existing opportunities. However, improvements are needed in several areas to achieve organizational goals.

Table 3. Internal Strategic Factor Analysis Summary (IFAS)

Internal Factors	Rating	Weight	Weighted Score
Strength			
S1 Product Innovation	3.25	0.06	0.19
S2Good and Quality Products	4.15	0.13	0.53
S3 Availability of Raw Materials	3.28	0.07	0.22
S4 Skilled Workforce	3.33	0.08	0.26
S5 Unique Products and Knowledge	4.25	0.16	0.68
Sub Total		**0.50**	**1.88**
Weakness			
W1 Lack of Marketing Ability	4.31	0.17	0.73
W2 Duration of the New Product Development Process	3.33	0.08	0.26
W3 Management is not optimal	3.25	0.06	0.19
W4 Slow Decision Making	3.40	0.09	0.30
W5 Weak Brand Reputation	4.07	0.10	0.40
Sub Total		**0.50**	**1.88**
TOTAL		**1.00**	**3.76**

Source : [14]

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IFAS provides a structured overview to help decision-makers grasp the complicated interplay of different factors, allowing for strategic approaches to challenges and opportunities. The insights provided enable businesses to match their strategies with current conditions, enabling adaptability and resilience, and helping to the formulation of strong strategic plans for long-term succes.

Table 3. Factor Analysis Summary

				Duration		
Strategic Factors	**Rating**	**Weight**	**Weighted Score**	**Short**	**Intermediate**	**Long**
O2 Market Demand	3.33	0.08	0.26		**X**	
O4Technological Innovation	4.13	0.12	0.49		**X**	
O5 Changing consumer behavior trends	3.28	0.07	0.22	**X**		
T1 Hyper Competition	4.15	0.13	0.53			**X**
T5 Weakening market trend changes	3.40	0.09	0.30	**X**		
S2 Good and Quality Products	3.33	0.08	0.26		**X**	
S5 Unique Products and Knowledge	4.10	0.11	0.45		**X**	
W1 Lack of Marketing Ability	4.13	0.12	0.49		**X**	

Source: [14]

Based on this table we have several opportunities, threats, strengths, and weaknesses. Opportunities include market demand and technological innovation, which will be the long-term focus. Changes in consumer behavior are short-term opportunities. Threats faced include intense competition and changes in weakening market trends, which need to be addressed in the short and medium term. The organization's strengths include good quality products and unique product knowledge, which will be its long- term focus. Weaknesses include lack of marketing capabilities, slow decision making, and weak brand reputation. These weaknesses need to be addressed in the short and medium term. A total score of 3.75 shows that this organization has good potential in overcoming challenges and exploiting existing opportunities. However, improvements are needed in several areas to achieve organizational goals.

This analysis is a strategic planning tool used by organizations to evaluate their internal strengths, weaknesses, opportunities and threats. Its strengths include a skilled workforce, unique products, strong brand reputation and efficient processes. Weaknesses include inadequate infrastructure, lack of innovation, high production costs, and poor management practices. Based on the SWOT analysis, we demonstrate significant strengths in terms of innovation and product quality. They have succeeded in creating innovative and high- quality products that have become valuable assets in a competitive businessenvironment.

Company has several main strengths such as product innovation, quality products, availability of raw materials, skilled labor, and unique products and knowledge. However, this company also has several weaknesses such as lack of marketing capabilities, long duration of the new product development process, suboptimal management, slow decision making, and weak brand reputation. At this table we have the opportunity to increase public trust, meet market demand, get government support, carry out technological innovation, and follow trends in changing consumer behavior. However, this company also faces threats such as intense competition, access to information, the economic crisis, limitations in effective marketing and sales, as well as changes in market trends that are weakening. The company has formulated several strategies to exploit its strengths and opportunities, as well as overcome its weaknesses and threats.

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4.3 Risk Management

Identify the risks: Disease outbreaks: Catfish are susceptible to a variety of diseases, which can spread quickly and damage your fish stock; Poor water quality: Poor water quality can cause stunted growth, disease, and even death in your fish; Market fluctuations: Changes in supply and demand can affect the price of catfish, thereby impacting your profitability. Assess the risks: Disease outbreaks: The likelihood of disease outbreaks is high, and the impacts can be severe; Poor water quality: The likelihood of poor water quality is moderate, and the impacts can be moderate to severe; Market fluctuations: The likelihood of market fluctuations is high, and the impact can be moderate to severe. Develop a risk management plan: Disease outbreaks: Implement biosecurity measures such as quarantining new fish, disinfecting equipment, and monitoring your fish stocks for signs of disease; Poor water quality: Monitor water quality regularly, and take corrective action if necessary. This may include adding aeration, reducing livestock density, or changing your feeding practices; Market fluctuations: Diversify your product offerings to reduce your dependence on catfish alone. Consider products that have added value such as smoked or processed catfish, or other types of fish. Implement the plan: Disease outbreaks: Train your staff on biosecurity measures, and implement quarantine protocols for new fish; Poor water quality: Monitor water quality regularly, and take corrective action if necessary. Market fluctuations: Start diversifying your product offerings, and explore new markets for your products. Monitor and review: Monitor your risk management plan regularly to ensure its effectiveness; Review your plan periodically, and make adjustments as necessary.

V. CONCLUSIONS AND SUGGESTIONS

This research concludes that Healthyle possesses key internal strengths, including product innovation, product quality, and unique knowledge, while facing weaknesses in marketing capabilities and brand reputation. By leveraging strengths and opportunities and addressing weaknesses and threats, Healthyle aims to maximize profitability through the sale of high-quality products at affordable prices. The findings contribute to understanding competitive dynamics in the catfish farming industry and offer practical insights for strategy development. Theoretically, this study highlights the importance of aligning internal capabilities with market opportunities to achieve sustainable competitive advantage.

Future research could further explore the role of marketing innovation and brand-building strategies in strengthening competitive positioning. Overall, this research provides a clear strategic direction for Healthyle and lays a foundation for further studies in sustainable aquaculture business strategies internal strengths, including product innovation, product quality, and unique knowledge, while facing weaknesses in marketing capabilities and brand reputation. By leveraging strengths and opportunities and addressing weaknesses and threats, Healthyle aims to maximize profitability through the sale of high-quality products at affordable prices.

The findings contribute to understanding competitive dynamics in the catfish farming industry and offer practical insights for strategy development. Theoretically, this study highlights the importance of aligning internal capabilities with market opportunities to achieve sustainable competitive advantage. Future research could further explore the role of marketing innovation and brand-building strategies in strengthening competitive positioning. Overall, this research provides a clear strategic direction for Healthyle and lays a foundation for further studies in sustainable aquaculture business strategies.

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