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Analysis of Digital Literacy-Based Business Development Strategy (Case Study of the Nila Sari Sejahtera Farmers Group, Pati Regency)

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Abstract

The purpose of this study is to understand the implementation of business strategies and the importance of business feasibility studies. Furthermore, this study aims to determine the level of effectiveness, efficiency, productivity, and profitability of businesses, particularly in the field of saline tilapia fisheries in the digital era. Micro, Small, and Medium Enterprises (MSMEs) play a significant role and contribute to the national economy because they are labor-intensive, resilient, and competitive, especially during the monetary crisis. MSMEs are able to absorb labor and provide significant employment opportunities, thereby reducing the unemployment rate. One such MSME is the Nila Sari Sejahtera Farming Group. This Fish Farming Group specializes in cultivating saline tilapia, a leading product of Pati Regency. The members of the Fish Farming Group are local residents, and saline tilapia cultivation has become their primary livelihood. The method used in this study is descriptive qualitative with a case study technique. The results of the study show that: 1) Nila Sari Sejahtera Farming Group applies various business strategies in the fields of cultivation, production and post-harvest processing, 2) Consumer behavior in transactions in Fish Farming Group businesses is influenced by several factors including cultural, social, personal and sociological, 3) Digital literacy studies on MSME actors are the main strategy in business resilience and feasibility.

Keywords: Business Feasibility Study, Business Strategy, Digital Literacy, Fisheries, SMEs

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are business entities that make a significant contribution to the Indonesian economy (Evangeulista et al., 2023). There are several business classifications, namely micro, small, and medium-scale. Each has different capital and turnover limits (Hidayat et al., 2022). For micro-enterprises, the maximum turnover is 300 million rupiah, with net assets of up to 50 million rupiah, excluding land and buildings (Law Number 20 of 2008 concerning Micro, Small, and Medium Enterprises).

Meanwhile, for small-scale enterprises, annual turnover is 300 million to 2.5 billion rupiah, with asset limits ranging from 50 to 500 million rupiah. Medium-scale enterprises have annual turnover of 2.5 billion to 50 billion rupiah, with net assets ranging from 500 million to 10 billion rupiah. This classification is very important for all parties in designing programs and policies to be more targeted to support the growth of MSMEs (Sudrartono et al, 2022).

The contribution of MSMEs to Indonesia's GDP in 2024 was 61.1%, or approximately IDR 9,580 trillion (Supriyanto, 2024; Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2021), making them the backbone of the national economy, absorbing approximately 97% of the total workforce (Sasongko, 2020; Kholifah & Andini, 2024). This data demonstrates the significant role of MSMEs in driving the economy, yet they still face challenges such as access to capital and digitalization.

Micro, Small, and Medium Enterprises (MSMEs) are considered strong and resilient business units in facing business challenges, especially in the current digital era (Wulandari et al., 2025). This was reflected during the 1998 monetary crisis. MSMEs are a major pillar of the Indonesian economy due to their resilience and resilience compared to larger companies. Some large companies have gone out of business and suffered losses due to their inability to survive in the business world (Novitasari, 2022). Types of resilient MSMEs include small shops, grocery traders, food service businesses and others.

MesNevertheless, MSMEs must continue to transform into systematic, integrated, adaptive, humanistic, and impactful businesses. These include business leaders with the competence, capabilities, knowledge, and skills to become entrepreneurs (Baihaqi, 2023). They should not only be conventionally based, but also open to the changing times that lead to digitalization (Mubarok et al., 2023).

Furthermore, business leaders must also possess an innovative and creative spirit, possessing critical thinking skills in running their businesses. Isa et al. (2018) stated that a company's competitive advantage will enhance its ability to maintain long-term business sustainability. Competitive advantage means a business has a well-established, mature business development strategy that aligns with its target market and consumer needs, while providing the best service (Warr, 1994; Farida & Setiawan, 2022). Every business owner must maintain raw materials, customer satisfaction, and other competitive advantages on an ongoing basis (Ariani & Utomo, 2017; Fabrizio et al., 2022).

Furthermore, competitive advantage must be adaptive, humanistic, complex, and comprehensive (Thrassou et al., 2020; Bokša et al., 2020). In today's digital era, digital-based business development strategies are the best alternative solution for improving business sustainability (Isensee et al., 2020). Digital literacy-based business strategies cannot be ignored, as all sectors and lifestyles are being driven towards digitalization (Kilimis et al., 2019), from education and banking to services, administration, tourism, and even MSMEs themselves.

Through digital platforms (websites, marketplaces, social media), businesses can reach consumers without geographical boundaries, even reaching international markets (Marcysiak & Pleskacz, 2021). Furthermore, digitalization will help businesses automate business processes, from planning and sales to customer service and marketing (Raihan, 2021; Telukdarie et al., 2023). Furthermore, digital technology can be used as a data analysis tool to make relevant business decisions. Businesses will be able to compete through innovation, branding, and online services (Dethine et al., 2020).

Digital technology will also support better customer experiences. For example, digital payments will lead to cashless transactions (Bouwman et al., 2019). Consumers will no longer need to carry large amounts of cash; instead, they can access all their desired transactions using mobile phones integrated with payment systems and e-wallets (Westerlund, 2020). Digital transformation will also give rise to new business models that were previously difficult to implement conventionally (Añón Higón & Bonvin, 2024; Dutta et al., 2021).

One type of MSME that has implemented business strategies and competitive advantages is the Nila Sari Sejahtera Farming Group in Tunggulsari Village, Tayu District, Pati Regency. Fish farming group is a productive MSME in the fisheries sector, both freshwater and saltwater fish farming. Nila Sari Sejahtera Farming Group is engaged in the tilapia fish farming business, both cultivation and post-harvest processing. Fish Farming Group has approximately 20 members, consisting of local residents. Tilapia cultivation has become the main livelihood and a source of income for households.

METHOD

The method used in this research is descriptive qualitative. Descriptive research aims to solve problems systematically and factually based on facts (Sugiyono, 2017). The focus of this research is to identify and understand the development strategies of MSMEs in the digital era, specifically within the Nila Sari Sejahtera Farming Group.

The data sources for this research are primary and secondary. Primary data were obtained from interviews and other direct data obtained from the Nila Sari Sejahtera Farming Group. Secondary data, meanwhile, came from various scientific reports, articles, government study materials, and other written references. Data collection techniques used were interviews, observation, and documentation.

The data validity technique used was triangulation, utilizing various reference sources. Source triangulation aims to ensure that data obtained from one source and another will lead to the same conclusions, be relevant, and align with the research flow. For key informants, triangulation involved sources that were knowledgeable about business feasibility studies, the business itself, the strategies implemented, and relevant authorities relevant to the research.

The key informant in this study was Syaiful, the Chairman of Nila Sari Sejahtera Farming Group. Other supporting informants included members, the surrounding community, and government agencies. The government agencies aimed to determine the extent to which the business development program, particularly digital-based business strategies, received full support through training, mentoring, coaching, and other support.

Data analysis in this study used the Miles and Huberman model, which consists of data reduction, data presentation, and drawing conclusions or conducting verification (Sugiyono, 2017). The data analysis conducted aims to find out in-depth experiences, views and perceptions regarding business development and the feasibility of running a business, especially on a digital basis.

RESULTS AND DISCUSSION

Tilapia Fish Cultivation

Tilapia (Oreochromis niloticus) is a type of freshwater fish that is a leading commodity in the fisheries sector. This is due to its easy cultivation techniques, relatively short growth period, and resistance to changing environmental conditions (Azky, 2020). Consequently, the harvest time is also shorter. In 2024, total production from farmed fish reached 6.37 tons, representing a percentage increase of 13.64% (Handi, 2024).

The development of a new variety, the saline tilapia, began in 2013 (De Heus Animal Nutrition, 2023). Saline tilapia is a freshwater tilapia variety that can tolerate water salinity levels of >20%. Saline tilapia is crucial for achieving food self-sufficiency and a blue economy, based on optimizing the utilization of marginal ponds, which cover 30-40% of Indonesia's 1.2 million hectares.

Saline tilapia's advantage over freshwater tilapia is its more savory flesh due to its salt content. The texture is also chewier and whiter than freshwater tilapia. The average harvest time for freshwater tilapia is 4-6 months, while saline tilapia only takes 3-4 months. In terms of productivity and profitability, saline tilapia cultivation is certainly more optimal.

By 2024, total saline tilapia production in Pati Regency will reach 412 tons. Pati Regency is one of the centers for saline tilapia cultivation. Pati Regency has been designated a National Saline Tilapia Cultivation Village since 2021 (Pati Regency Regional Secretariat, 2021). One of the saline tilapia cultivation centers is Tunggulsari Village, Tayu District. To facilitate saline tilapia cultivation, Nila Sari Sejahtera Farming Group was formed.

This business group consists of 20 members, each with a cultivation area of 7 hectares. Each hectare can produce 600 kg of saline tilapia at harvest time. Saline tilapia harvests occur three to four times a year. Cumulatively, the total saline tilapia production of the Nila Sari Sejahtera Farming Group can reach 12,600 kg (12.6 tons) per year. The selling price of saline tilapia is IDR 23,000 per kg for 5-6 fish.

Sustainable Business Strategy

In running a business, the business strategy implemented has a significant long-term impact. The formulation, determination, and implementation must be systematic, integrated, and sustainable. The goal is for the strategy to increase the effectiveness, efficiency, productivity, and profitability of the business sustainably.

The total land area is approximately 20 hectares, divided among 20 group members. Each hectare requires 100,000 tilapia fingerlings, with harvests occurring two to three times per year. The price per fingerling is IDR 50. Therefore, 100,000 fish x IDR 50 = IDR 5,000,000 per hectare. On average, 4-6 kg of feed are required (for a 1-ha area).

Feeding is done twice a day, totaling six sacks of feed, each weighing 30 kg. Therefore, the daily feed requirement is 180 kg. The feed costs IDR 11,000/kg, resulting in a total daily feed cost of IDR 1,980,000. If the cultivation is carried out for four months, the total feed cost is IDR 1,980,000 x 4 months (120 days) = IDR 237,600,000.

Adding in the cost of purchasing fish fry, the 4-month cultivation period costs IDR 242,600,000. Currently, the selling price of tilapia is IDR 19,000/kg for a container of 3-7 fish, and IDR 16,000/kg for a container of 8-10 fish. If the average sales price of saline tilapia is 5 fish/kg at IDR 19,000, then 100,000 fish (in one hectare) can produce 20,000 sales packages. Thus, the total gross sales turnover is IDR 20,000 x IDR. 19,000 = Rp. 380,000,000 per harvest season (4 months).

Meanwhile, if net sales are Rp. 380,000,000 – Rp. 242,600,000 = Rp. 137,400,000 or Rp. 34,350,000/month/1 hectare. If the group has 20 members and a total land area of 20 hectares, the total net sales for the group is Rp. 687,000,000. In addition to cultivation, post-harvest processing of saline tilapia is also carried out, including marinating.

Tilapia salted fish that has been cleaned of dirt, seasoned, and vacuum-sealed, ready for sale. The selling price for marinated fish is Rp 12,000 per 1/2 kg (3-4 fish). Within a month, they were able to sell 50 kg of marinated fish, bringing their total monthly sales to IDR 1,200,000.

MSME Development Strategy in the Digital Era

In developing the Nila Sari Sejahtera Farming Group, efforts have been made to intensify the marketing mix, which consists of the 4P: Product, Price, Place, and Promotion. Each aspect has a different purpose, meaning, method, and strategy, tailored to the target market, market share, and market needs (Darmawan & Grenier, 2021; Yusuf & Martiin, 2022).

In the Product aspect, the primary focus of the business is saline tilapia cultivation. As previously

explained, prioritizing product quality plays a crucial role. The availability of quality fish feed, adequate feed distribution, and oxygen flow in saline tilapia cultivation are also crucial considerations.

In the life cycle of saline tilapia cultivation, the normal water clarity is 30-40 cm. If it is lower, the water must be changed. The normal salinity level for saline tilapia is 10-15 ppt, with a water pH of 6.5-8.5. Furthermore, the ideal dissolved oxygen (DO) level for saline tilapia cultivation ranges from 5-7 ppm.

The availability of cultivation and production equipment, such as water wheels, water pumps, and other equipment, is a crucial consideration. These two tools are crucial for maintaining fish quality by optimizing water and oxygen distribution (Wijaksono et al., 2023; Baskoro et al., 2021). Furthermore, supporting cultivation equipment, such as troll nets, fence nets, and other equipment, is also always considered.

Regarding pricing, the business strategy employed is setting affordable and competitive selling prices. This means not setting the lowest price to win market competition (Fitri et al., 2024; Putri et al., 2025). Instead, business owners set competitive prices while still offering the best service and quality, such as superior products, after-sales service, discounts for bulk purchases, and other services.

This effort is made to attract consumer interest in making transactions. Furthermore, this strategy will have a long-term impact on winning price competition. Businesses have also implemented various pricing packages, for example, small, large, and jumbo tilapia, each with its own price tag.

Regarding business development in the digital era, price competition is now highly competitive. Furthermore, online marketplaces such as social media, e-commerce, and other platforms also offer discounts, promotions, and extensive pricing policies (Wildan, 2025; Hidayat & Riofita, 2024). Therefore, controlling pricing strategies plays a crucial role in business competition, particularly in the fisheries sector.

In terms of Place, affordability, mobility, accessibility, and other supporting facilities are also a concern for business actors (Huda, 2024). In this aspect, business actors sell their products at each pond. Consumers can directly purchase and conduct transactions, while also observing the cultivation process. This is the Place strategy offered by business actors. Consumers are presented with views of the tilapia cultivation ponds, including fishing packages. Consumers can freely enjoy the ponds while conducting transactions.

The final aspect is Promotion. This is the most crucial aspect in the success of any business. It begins with planning, production, and ends with marketing through promotions (Satoto & Norhabiba, 2021; Prasasti & Feranika, 2024). Promotions currently implemented are still conventional. Although the product aspect is superior, the promotion aspect remains weak. This is due to the limited human resources available. The majority of business actors or Pokdakan members are elderly. Although there are adolescents and teenagers, their percentage is still small (Juwita & Handayani, 2022; Susanti et al., 2024).

Human resource constraints are a major issue in the Promotion aspect. They still lack knowledge, insight, skills, and mastery of digital adaptation (Yuniarti, 2024; Hakam et al., 2023). The lack of integration with e-commerce platforms makes transactions simple and straightforward. The Promotion aspect is inversely proportional to the Product aspect. In the Promotion aspect, the older a person is, the more difficult it is to adapt digitally, promote, and implement digital marketing (Malikhah et al., 2024).

Meanwhile, in the Product aspect, the older a person is, the more experienced they are, having gone through various risks, failures, ups and downs, trials, and so on. This, in turn, allows for a more optimal Product process, reflecting on previous experiences (Suhariyanto, 2023; Indah et al., 2025).

CONCLUSION

This research has several conclusions. First, the business strategies implemented are in the areas of cultivation, production, and post-harvest processing. In cultivation, product quality is prioritized by maintaining the availability of oxygen distribution, supporting cultivation equipment, and feed. Meanwhile, in the production process, the availability of production equipment such as water wheels, water pumps, nets, and other equipment is increased. In the harvest processing aspect, long-term business sustainability and the sale value of saline tilapia are enhanced by converting it into marinated fish products.

Consumer transaction behavior varies widely, including those influenced by the marketing mix. These include product quality, affordability, accessibility, and the extent of promotional efforts. The synergy of the appropriate marketing mix will increase consumer loyalty to saline tilapia products.

The study and adaptation of digital literacy are key components of today's MSME development strategy. Business transformation, an adaptive, innovative, and creative mindset are crucial. Business leaders must be loyal, open, and critical to the changing times. Business feasibility study analysis must also be carried out in an integrative, continuous and sustainable manner in order to increase the effectiveness, efficiency, productivity and profitability of the business.

The development of MSMEs is essential, requiring synergy, collaboration, and cooperation between all parties. This requires support not only from MSMEs but also from the government, academia, companies,

and others. The strategy is geared toward digital literacy, as all aspects of life, from education and banking to tourism to economic activities, are now integrated with online systems.

The implementation of digitalization in business will provide convenience, advantages, and unique characteristics in reaching target markets, increasing accessibility and customer loyalty, among other benefits. A relevant business feasibility study is digital-based, as it is integrated, cohesive, and systematic.

A limitation of this research is its focus on a single MSME operating in the fisheries sector. Future research is expected to explore broader, more complex, and comprehensive approaches, not just one MSME, but the entire sector, so that digital-based MSME development policies can be optimally implemented.

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