

## Marketing Development Strategy for Pasteurized Crab (*Portunus pelagicus*) Export Commodities at PT Jala Crabindo International

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### Article History

Received: 01-06-2026

Revised: 09-06-2026

Published: 30-06-2026

**Keywords:** *Pasteurized Blue Swimming Crab, Export Marketing, SWOT, AHP, Competitiveness*

### ABSTRACT

The export marketing of pasteurized swimming crab (*Portunus pelagicus*) is an important sector in the Indonesian fisheries agribusiness, but faces challenges in the form of global market competition and import tariff policies that affect product competitiveness. This study aims to analyze internal and external factors that influence the export marketing of pasteurized swimming crab at PT Jala Crabindo International (JCI) and formulate effective marketing strategies to improve product competitiveness in the international market. The study was conducted at PT JCI, Semarang, using quantitative methods with a purposive sampling approach to six key informants. Data were collected through interviews, observations, questionnaires, and literature studies, then analyzed using SWOT, IFE-EFE Matrix, and Analytical Hierarchy Process (AHP). The results show that PT JCI has dominant internal strengths, such as a strategic location, modern pasteurization technology, competent human resources, export quality certification, and a stable supplier network. However, the company also faces limited production capacity, suboptimal digital marketing, and low product innovation. The SWOT analysis places the company in Quadrant II (0.20; -0.30), indicating strong internal conditions but facing high external threats. Therefore, the recommended strategy is the Strength-Threat (ST) strategy, which is prioritized through the AHP into three main strategies: product quality differentiation, increasing competitiveness based on human resources and technology, and strengthening distribution management. The implementation of these strategies is expected to improve the competitiveness and export performance of pasteurized crab sustainably.

### INTRODUCTION

Indonesia's fisheries sector is a significant contributor to foreign exchange earnings, primarily through leading export commodities such as swimming crab (*Portunus pelagicus*)

(Luhur *et al.*, 2020; Huda *et al.*, 2021). In 2024, the export value of swimming crab reached USD 513.35 million, or approximately 8.6% of Indonesia's total fisheries exports of USD 5.95 billion (BPS, 2024). Indonesian swimming crab products are marketed to various countries, such as Singapore, Malaysia, China, Japan, as well as Europe and the Americas, with approximately 90% of Indonesian swimming crab production absorbed by the American market (Agustina *et al.*, 2024). The increasing demand for quality seafood products in the global market indicates positive prospects for the development of Indonesian swimming crab exports (Amalia *et al.*, 2021).

Pasteurized crab is a strategic product because it maintains quality, extends shelf life, and meets food safety standards required by export destination countries (Apriladijaya *et al.*, 2023; Hasibuan *et al.*, 2024). Proper pasteurization and packaging processes play a crucial role in maintaining product quality during distribution and minimizing the risk of product damage. However, the crab processing industry still faces various challenges, such as limited seasonal raw materials, fluctuating market demand, increasingly fierce competition, and tariff policies that can impact the competitiveness of export products (Aulia *et al.*, 2025).

As an export-oriented pasteurized crab processing company, PT Jala Crabindo International (JCI) faces various internal and external obstacles in developing international markets. Internally, the company has several advantages such as a strategic location, modern processing technology, competent human resources, and adequate facilities and infrastructure. However, the company also faces limited production capacity, the need for continuous improvement of human resource competencies, and the challenge of maintaining raw material continuity. Externally, opportunities in the form of export market growth, regulatory support, and technological developments are faced with the threat of global competition, changes in trade regulations, and increasing competitive pressure from companies with larger production capacities.

To address these conditions, an appropriate marketing strategy is required through the identification of strengths, weaknesses, opportunities, and threats using a SWOT analysis (Zulfikri *et al.*, 2023; Hasfiandi, 2024). A SWOT analysis serves as the basis for formulating alternative strategies that maximize strengths and opportunities while minimizing weaknesses and threats. To increase objectivity in determining strategic priorities, this study also uses the Analytical Hierarchy Process (AHP) method. The combination of SWOT and AHP is expected to produce effective marketing strategy recommendations to strengthen the competitiveness of PT Jala Crabindo International's pasteurized crab products, expand export market networks, and support business sustainability amidst global market dynamics.

## RESEARCH METHODS

This study uses a quantitative approach supported by qualitative data through the application of the SWOT (Strengths, Weaknesses, Opportunities, Threats) method and the Analytical Hierarchy Process (AHP) to formulate an export marketing strategy for pasteurized crab (*Portunus pelagicus*) at PT Jala Crabindo International, Semarang. The study was

conducted for six months using a purposive sampling technique with six key informants consisting of the Purchase Manager, Quality Control Manager, two main customers (export buyers), and two experts in the field of fisheries and export marketing. Primary data were obtained through in-depth interviews, participant observation, and questionnaires, while secondary data were obtained from company documents, marketing and export reports, statistical data, and various relevant literature.

Data analysis was conducted descriptively using SWOT to identify and evaluate internal factors in the form of strengths and weaknesses as well as external factors in the form of opportunities and threats that influence the marketing of pasteurized crab exports (Radarwati *et al.*, 2010). The resulting strategic factors were then processed using the AHP method to determine marketing strategy priorities. The AHP process includes the preparation of a decision hierarchy structure, pairwise comparisons between criteria and alternatives using the Saaty scale (1–9), and calculation of priority weights using the eigenvector method. The results of the analysis were used to determine the most effective export marketing strategy and one that is appropriate to the company's internal and external conditions.

## RESULTS AND DISCUSSION

### Company Overview

PT Jala Crabindo International (JCI) is a fishery product processing company that focuses on crab (*Portunus pelagicus*) commodities with the main product being pasteurized crab meat, all of which is marketed to the international market. PT JCI Kendari has been operating since 2020, while PT JCI Semarang began operations in February 2025 as part of the company's expansion strategy to increase production capacity and expand export markets. In carrying out its operations, the company implements various quality assurance and food safety systems, such as Hazard Analysis and Critical Control Point (HACCP), Good Manufacturing Practices (GMP), and Sanitation Standard Operating Procedure (SSOP), to ensure products meet international export standards. In addition, the company also applies the principle of raw material traceability and establishes partnerships with local fishermen and mini-plants to support the sustainability of raw material supplies and the economic empowerment of coastal communities.

PT JCI is located in the Wijayakusuma Industrial Estate, Tugu District, Semarang City, offering strategic access to support production, distribution, and export activities. The company's vision is to become one of the largest fisheries companies in Indonesia, committed to producing high-quality products to achieve customer satisfaction. To realize this vision, the company carries out its mission as a trusted partner for international buyers by ensuring product quality, supply continuity, competitive pricing, and implementing professional and sustainable business practices.

PT JCI's organizational structure is structured based on the company's operational functions, encompassing production management, quality assurance, quality control, purchasing, finance, and human resource development (HRD). This structure is led by a

President Director and a Director, supported by a Plant Manager, who coordinates all of the company's operational activities. A clear division of tasks between departments aims to improve work effectiveness, maintain product quality and safety, and support the achievement of the company's production and export marketing targets.

**Respondent Characteristics**

The study respondents were purposively selected based on their competence, experience, and involvement in export marketing activities and decision-making. Respondent characteristics were classified based on age, education level, position, length of service, and agency. A summary of respondent characteristics is presented in Table 1.

Respondent to-	Level of education	Position/Profession	Length of Service (years)	Agency
1	S1	ASN	20 years	PT. C
2	S1	Fish Quarantine Staff	15	PT. C
3	Senior High School	<i>QC Team Leader</i>	27	PT. X
4	S1	<i>QA Manager</i>	1.5	PT. X
5	S1	<i>QC Buyer</i>	4	PT. C
6	S1	<i>Purchase Manager</i>	1	PT. X

Table 1. Characteristics of Research Respondents

The research respondents were selected purposively based on their competence, experience, and involvement in pasteurized crab export marketing activities. The majority of respondents had a Bachelor's degree (S1) of five, while one respondent had a high school background. In terms of position, respondents consisted of Civil Servants of the Semarang City Fisheries Service, Technical Staff, Quality Control (QC) Team Leaders, Quality Assurance (QA) Managers, QC Buyers, and Purchase Managers, thus being able to provide diverse perspectives regarding policies, quality control, raw material procurement, and export marketing.

Based on work experience, respondents had worked between 1 and 27 years, with most having worked for more than 10 years. Respondents came from the Semarang City Fisheries Office, the Central Java BKHIT, PT Jala Crabindo International, and PT Phillips Seafood Indonesia. The combination of educational background, strategic position, and relevant work experience supports data reliability and analytical accuracy in formulating a marketing strategy for pasteurized crab exports.

**Internal Factor Evaluation Matrix**

The IFEM matrix is used to evaluate the influence of internal factors on a company's ability to develop exports and increase competitiveness. It is compiled through identifying internal strategic factors, assigning weights based on the assessments of respondents who understand the company's condition, assigning ratings, and calculating weighted scores (Dewanti and Azlia, 2025). The weights reflect the relative importance of each factor to the company's performance. The IFEM calculation results provide an overview of the company's overall internal position and serve as the basis for determining strategy in the next analysis stage, the Analytical Hierarchy Process (AHP).

Table 2. *Internal Factor Evaluation Matrix*

Internal Strategic Factors	Weight	Rating	Score
<i>Strengths</i>			
1. Strategic location near crab resources	0.15	4.00	0.60
2. Modern pasteurization processing technology that improves product quality	0.05	4.83	0.24
3. Sufficiently competent human resources (HR)	0.05	4.83	0.24
4. Product quality certification according to export standards	0.15	4.00	0.60
5. Stable network of raw material suppliers	0.10	4.67	0.47
Sub Total Strength	0.50		2.15
<i>Weaknesses</i>			
1. Current limited production capacity	0.10	4.00	0.40
2. Limitations in digital marketing	0.05	3.33	0.17
3. The export distribution network is not extensive enough	0.05	2.83	0.17
4. Lack of innovation in processed crab products	0.10	3.83	0.38
5. Challenges in improving HR competency for export standards	0.20	4.17	0.83
Sub Total Weaknesses	0.50		1.95
Total Strengths and Weaknesses	1.00	40.49	4.10

Based on the results of the IFE Matrix, PT JCI has several key strengths that support export competitiveness, namely a strategic location close to the source of crab raw materials, thus ensuring continuity of supply, reducing logistics costs, and maintaining raw material quality (Nurfauzi *et al.* , 2018; Arisana, 2024). The company is also supported by modern pasteurization technology that can improve quality, food safety, shelf life, and production efficiency (Az-Zahra *et al.* , 2024; Sasmitaloka, 2025; Afrilia *et al.* , 2025). In addition, human resource competencies that support the implementation of HACCP, GMP, and SSOP are important strengths in maintaining consistent product quality (Armadani and Ali, 2025). Possession of export quality certification also increases the trust of international buyers and strengthens the company's position in the global market (Widyatmoko *et al.* , 2022; Pandang and Pawenang, 2025). Another strength is a stable supplier network through partnerships with local fishermen and mini plants that guarantee continuity of supply, quality of raw materials, and operational cost efficiency (Jaya *et al.* , 2025; Setyorini, 2025; Rahmadani *et al.* , 2025; Nurhalizah *et al.* , 2024; Afiah *et al.* , 2026).

On the other hand, PT JCI still faces several internal weaknesses. Suboptimal production capacity limits the company's ability to meet increasing export market demand (Judijanto, 2025). The use of digital marketing is also still limited, thus limiting the company's market reach and international visibility (Saputri *et al.* , 2025; Ayu and Syam, 2026). Furthermore, a limited export distribution network increases dependence on a select number of buyers and limits penetration into new markets (Faisal *et al.* , 2025; Teguh and Slahanti, 2025; Zebua *et al.* , 2025). Another weakness is the lack of processed product innovation, which can reduce opportunities to increase added value and the company's competitiveness in the global market (Ombuh *et al.* , 2025; Wardani *et al.* , 2025). The most dominant factor is the challenge of improving human resource competency to meet evolving export standards, particularly those related to food safety, traceability, sustainability, and international certification (Prayoga and Soedarto, 2026). Therefore, developing human resource capacity is a strategic priority in supporting the sustainability and competitiveness of company exports.

### ***External Factor Evaluation Matrix***

The External Factor Evaluation Matrix (EFEM) is used to assess a company's ability to capitalize on opportunities and address external threats (Putri *et al.* , 2023). It is developed by identifying external strategic factors, assigning weights based on their importance, and assigning ratings to measure the company's response to each factor (Ginting *et al.* , 2023). The EFEM results provide an overview of the company's external position and serve as the basis for developing strategies through SWOT and AHP analyses (Fauzyah *et al.* , 2025).

External Strategic Factors	Weight	Rating	Score
<i>Opportunities</i>			
1. Global demand for processed seafood products is increasing	0.10	4.50	0.45
2. Export regulations that support marine products	0.05	3.83	0.19
3. New market penetration opportunities in Asia and Europe	0.10	4.67	0.47
4. Advances in food processing and packaging technology	0.05	4.83	0.24
5. The existence of international certification	0.10	5.00	0.50
Sub Total Opportunities	0.50		1.85
<i>Threats</i>			
1. Tight competition from crab processing companies, both domestic and international	0.15	3.83	0.57
2. Sudden changes in export regulations originating from two sources, namely from within the country and from abroad.	0.10	4.67	0.47
3. Fluctuations in prices of raw materials and fresh crab	0.05	4.50	0.23
4. Risk of distribution disruption due to geopolitical conditions or a pandemic	0.15	4.33	0.65
5. Risk of <i>Product Rejection</i>	0.05	4.50	0.23
Sub Total Threats	0.50		2.15
Subtotal Opportunities and Threats	1.00	44.66	4.00

Table 3. *External Factor Evaluation Matrix*

Based on the results of the EFE Matrix, PT Jala Crabindo International (PT JCI) has several strategic opportunities that can be utilized to increase export competitiveness. These opportunities include increasing global demand for processed seafood products, which opens up opportunities for market expansion and increased export volume (Luthfiah *et al.*, 2024), support for export regulations that facilitate the international trade process (Tamam *et al.*, 2024; Cristy *et al.*, 2025), and the potential for new market penetration in Asia and Europe, which can reduce dependence on certain markets (Agustiansyah *et al.*, 2023; Utami *et al.*, 2023). In addition, advances in processing and packaging technology provide opportunities to

improve product efficiency, quality, and competitiveness (Ropikoh *et al.* , 2024; Wardana *et al.* , 2025). The greatest opportunity comes from having international certification that can increase buyer trust, expand market access, and strengthen the company's bargaining position in the global market (Naila *et al.* , 2025).

On the other hand, PT JCI faces several external threats that could impact business sustainability and export performance. These threats include increasingly fierce competition in the crab processing industry from both domestic and international companies (Hendarto, 2025), changes in export regulations that require rapid adjustments to trade standards and requirements, and fluctuations in raw material prices that can increase production costs and reduce profit margins (Huda *et al.* , 2021). Furthermore, distribution disruptions due to geopolitical conditions or the pandemic have the potential to hamper exports and increase logistics costs. Another threat is the risk of product rejection by international buyers due to non-compliance with quality standards, which can result in financial losses and damage the company's reputation (Faisal *et al.* , 2025). Therefore, companies need to optimize existing opportunities while strengthening risk mitigation strategies to address these various external threats.

### IFE-EFE Matrix

This matrix is constructed by combining the total scores from the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) to provide a comprehensive overview of the company's strategic position (Ritonga, 2020; Thalia and Talar, 2024). The total IFE score reflects the company's internal strengths in facing competition, while the total EFE score indicates the company's ability to respond to opportunities and threats originating from the external environment (Fernando *et al.* , 2024). The combination of these two scores is then mapped into an IFE–EFE matrix, which is divided into several cells or quadrants, each depicting different strategic implications for the company (Suherman, 2022; Aslamiyah, 2024).

Based on the results of weighting internal and external factors, the following scores were obtained:

- Strength factor = 2.15
- Weakness factor = 1.95
- Chance factor = 1.85
- Threat factor = 2.15

The intersection of the four lines of strength, weakness, opportunity and threat factors produces the following coordinates:

$$\begin{aligned} \text{Strength score} - \text{weakness score} &: \text{Opportunity score} - \text{threat score} \\ (2.15-1.95) &: (1.85-2.15) \\ (0.20 &: -0.30) \end{aligned}$$

The SWOT analysis placed PT JCI in Quadrant II, indicating the company possesses strong internal strengths but faces significant external threats (Affandy, 2022; Sudiantini and Hadita, 2022). This situation requires the company to leverage its strengths to maintain competitiveness and business sustainability amidst the dynamic business environment (Sutrisno *et al.*, 2024; Pasaribu *et al.*, 2025).

This position leads to the implementation of the ST (Strength-Threat) Strategy, a strategy that leverages internal strengths to address and minimize the impact of external

threats. This strategy focuses on strengthening competitiveness, quality control, increasing efficiency, and managing risks to ensure the company remains adaptive and sustainable in the face of market uncertainty (Hutabarat and Huseini, 2017; Sihombing, 2022).

**SWOT Matrix**

According to Adiatma *et al* . (2025), the most appropriate strategy to implement is the ST (Strength-Threats) Strategy. The ST strategy focuses on utilizing a company's internal strengths to reduce, suppress, or anticipate the impact of external threats (Huda and Sos, 2025). The following is a table of the ST strategy SWOT matrix in this study, which can be seen in Table 4 below.

Table 4. SWOT Matrix of Marketing Development Strategy for Crab Exports

<p>Faktor Internal</p> <p>Faktor Eksternal</p>	<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Strategic location near crab resources</li> <li>2. Modern pasteurization processing technology that improves product quality</li> <li>3. Sufficiently competent human resources (HR)</li> <li>4. Product quality certification according to export standards</li> <li>5. Stable network of raw material suppliers</li> </ol>
<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Tight competition from crab processing companies, both domestic and international</li> <li>2. Sudden changes in export regulations originating from two sources, namely from within the country and abroad.</li> <li>3. Fluctuations in prices of raw materials and fresh crab</li> <li>4. Risk of distribution disruption due to geopolitical conditions or a pandemic</li> <li>5. Risk of <i>product rejection</i></li> </ol>	<p><b>ST Strategy ( <i>Strength–Threats</i> )</b></p> <ol style="list-style-type: none"> <li>1. Product Quality Differentiation to Face Global Competition (S2, S4, T1)</li> <li>2. Increasing Competitiveness Based on Human Resources and Technology (S2, S3, T1, T5)</li> <li>3. Strengthening Distribution Management to Face External Disturbances (S3, S5, T4)</li> <li>4. Supply Chain Efficiency to Anticipate Raw Material Price Fluctuations (S1, S5, T3)</li> <li>5. Product Quality Control to Minimize the Risk of Export Rejection (S2, S4, T5)</li> </ol>

Based on a SWOT analysis, several Strength-Threat (ST) strategies were formulated to leverage internal strengths to address external threats. The first strategy is product quality differentiation through the optimization of modern pasteurization technology and export quality certification to maintain food safety, quality consistency, and increase international buyer confidence (Susanto *et al.*, 2023; Budiono and Purba, 2024).

The second strategy is to increase human resource and technology-based competitiveness by strengthening workforce competencies and utilizing more effective production technology. This strategy aims to increase productivity, efficiency, product quality, and the company's ability to adapt to regulatory changes and export market demands (Jusdijachlan *et al.*, 2024).

The third strategy is strengthening distribution management to increase the chain's resilience to external disruptions, such as geopolitical conditions and pandemics. Competent human resources and a stable supplier network enable companies to develop more adaptive and effective distribution plans (Sitanggang and Santoso, 2025). Furthermore, supply chain efficiency is also necessary through the utilization of strategic locations and a strong supplier network to reduce costs, maintain supply continuity, and mitigate the impact of raw material price fluctuations (Puspitaningrum *et al.*, 2024; Jumiono *et al.*, 2024).

The next strategy is strict product quality control at all stages of production by utilizing the company's pasteurization technology and quality certification. This strategy aims to minimize the risk of product rejection, maintain the company's reputation, and strengthen international market confidence. Overall, PT JCI's position in Quadrant II indicates the need for a defensive strategy focused on internal strengthening to maintain stability, increase competitiveness, and support the company's export sustainability (Setyawati and Kurniawan, 2025). The resulting alternative strategies are then prioritized using the AHP method to determine the most effective strategy to implement.

### Selection of Alternative Strategies with AHP

Table 5. Results of Alternative Priority Strategies with AHP

Ranking	Alternative Strategy	Strategy Alternative Code	Priority
1	Product Quality Differentiation to Face Global Competition (S2, S4, T1)	ST1	3.58
2	Increasing Competitiveness Based on Human Resources and Technology (S2, S3, T1, T5)	ST2	3.17
3	Strengthening Distribution Management to Face External Disturbances (S3, S5, T4)	ST3	2.72
4	Supply Chain Efficiency to Anticipate Raw Material Price Fluctuations (S1, S5, T3)	ST5	2.51
5	Product Quality Control to Minimize the Risk of Export Rejection (S2, S4, T5)	ST4	1.91

Based on the AHP results, the product quality differentiation strategy is a top priority because it aligns with PT JCI's character as an export-oriented crab processing company that prioritizes quality as its primary competitive advantage. The implementation of international quality assurance systems such as HACCP, GMP, and SSOP, supported by modern pasteurization technology and export quality certification, enables the company to produce products with consistent and reliable quality in the global market. This strategy is crucial for maintaining competitiveness, increasing buyer confidence, and supporting the company's vision of providing high-quality products (Maharani, 2024; Nugroho *et al.*, 2025).

The second strategy is to increase competitiveness based on human resources and technology. PT JCI's organizational structure, supported by HRD, QA, and QC units, provides a strong foundation for continuous employee competency development. Improving human resource skills combined with the use of modern technology can increase productivity, efficiency, and product quality consistency. This strategy supports the company's ability to meet buyer demands and adapt to changing international standards (Yunus *et al.*, 2025; Firmansah and Gusti, 2025).

The third strategy is strengthening distribution management to increase the resilience of the export supply chain to various external disruptions, such as geopolitical forces, pandemics, and global logistics constraints. Despite its strategic location, PT JCI still needs to strengthen coordination between departments, particularly production, purchasing, and administration, to create a more flexible and resilient distribution system and ensure smooth exports (Wika *et al.*, 2025).

## CONCLUSION

Based on the SWOT analysis, PT Jala Crabindo International's pasteurized crab export marketing is influenced by internal and external factors. The company's strengths include its strategic location, modern pasteurization technology, export quality certification, competent human resources, and a relatively stable supplier network. However, it still faces weaknesses such as limited production capacity, suboptimal digital marketing and export distribution, and low product innovation. Externally, opportunities stem from increasing global demand and regulatory support, while threats include intense competition, regulatory changes, fluctuating raw material prices, distribution disruptions, and the risk of product rejection.

Based on the IFE–EFE and SWOT matrices, PT JCI's position is in Quadrant II, so the recommended strategy is the ST (Strength–Threat) Strategy. The three priority strategies are: (1) product quality differentiation (ST1); (2) increasing competitiveness based on human resources and technology (ST2); (3) strengthening distribution management (ST3).

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