



## Marketing Analysis of Barracuda Fish Pempek (Case Study of Dapur Makassar) in Makassar City

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### ABSTRACT

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This study aims to analyze the marketing system of barracuda fish pempek at Dapur Makassar, a small-scale fisheries-based enterprise located in Makassar City. The research focuses on identifying marketing channels, calculating marketing margins, and evaluating marketing efficiency. A case study method was applied using both quantitative and qualitative approaches. Primary data were collected through observation, interviews, questionnaires, and documentation involving the business owner and resellers, while secondary data were obtained from relevant literature and institutional reports. The findings show that Dapur Makassar utilizes two marketing channels: direct sales from producer to consumers and indirect sales through resellers. The direct channel incurs lower marketing costs (Rp 595.7) compared to the reseller channel (Rp 1,716.7). However, reseller distribution expands market reach beyond Makassar to other regions such as Kendari, Palu, Kalimantan, and Java. The marketing margin in the reseller channel is Rp 10,000 per unit (buying price Rp 25,000 and selling price Rp 35,000). This study concludes that combining direct marketing with organized reseller networks and digital marketing strategies can improve both efficiency and competitiveness of fisheries-based SMEs.

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## INTRODUCTION

South Sulawesi has significant marine resources, making fisheries one of the main contributors to regional economic development. The high production of marine commodities encourages the growth of small and medium enterprises (SMEs) engaged in fisheries processing. One of the popular processed fish products in Makassar City is *pempek*, traditionally made from fish meat and tapioca flour.

Dapur Makassar is an SME producing barracuda fish pempek (*Sphyraena barracuda*),

along with other processed products such as fish dumplings and fish cakes. Among these products, barracuda fish pempek has the highest sales volume, indicating strong consumer preference. However, the marketing system remains limited and has not fully optimized broader market potential.

The marketing of processed fish products plays a significant role in increasing the added value of fisheries commodities, especially in coastal cities such as Makassar. As one of the well-known culinary products from South Sulawesi, pempek made from barracuda fish has strong potential to be developed as a competitive local product. The availability of raw materials, combined with growing consumer demand for practical and ready-to-eat food, creates promising business opportunities. However, the success of such businesses is not only determined by product quality but also by the effectiveness of the marketing system applied. Therefore, a comprehensive analysis of marketing practices is necessary to ensure that business operations run efficiently and sustainably.

In the context of increasing competition among small and medium enterprises (SMEs), understanding marketing performance becomes increasingly important. Business actors must be able to select appropriate marketing channels, minimize unnecessary costs, and maximize profit margins in order to remain competitive in the market. An inefficient marketing system may lead to high distribution costs, reduced profits, and limited market reach. By analyzing marketing channels, margins, and efficiency, this research provides valuable insights that can help Dapur Makassar formulate more effective marketing strategies, improve operational performance, and strengthen its position in the local culinary industry of Makassar City.

This research addresses several key questions related to the marketing activities of Dapur Makassar. Specifically, it seeks to identify the marketing channels utilized by Dapur Makassar in distributing barracuda fish pempek products to consumers. In addition, the study examines the amount of marketing margin obtained in each marketing channel, aiming to understand the distribution of costs and profits among marketing actors involved. Furthermore, the research evaluates the efficiency of the marketing system implemented by Dapur Makassar by comparing marketing costs with the benefits gained. Based on these research questions, the objectives of this study are to analyze the existing marketing channels, calculate the marketing margins in each channel, and assess the level of marketing efficiency as a basis for developing appropriate business development strategies.

## **METHOD**

### **Population and Sample**

The population in this study consists of all members of the Dapur Makassar SME, including the owner and employees who are directly involved in the production and marketing of barracuda fish pempek. Since the number of members is relatively limited, the research applies a total sampling technique, where all individuals within the population are included as research respondents. This approach ensures that the data obtained accurately represent the overall marketing activities and internal management system of Dapur Makassar.

### **Data Collection Techniques**

Data were collected using several techniques to ensure the validity and reliability of the research findings. First, observation was conducted to directly examine the production

process, distribution activities, and marketing practices implemented by Dapur Makassar. Second, interviews were carried out with the owner and employees to gather in-depth information regarding marketing channels, pricing strategies, costs, and challenges faced in the marketing process. Third, documentation was used to collect written records such as sales data, financial notes, promotional materials, and other relevant business documents. Lastly, questionnaires were distributed to respondents to obtain structured information related to marketing performance, cost structure, and efficiency evaluation.

The data analysis techniques applied in this research are as follows:

a. Descriptive Analysis

Descriptive analysis is used to explain the marketing institutions involved and the marketing channels utilized by Dapur Makassar. This analysis provides a systematic description of how products move from producers to consumers and identifies the roles of each marketing actor.

b. Marketing Margin Analysis

Marketing margin analysis is conducted to calculate the difference between the selling price at the consumer level and the price received by the producer. This analysis helps determine the distribution of costs and profits within each marketing channel and evaluate how much margin is obtained at each stage (Tomek dan Robinson (1981) *in* Unget, 2020).

$$M_p = P_r - P_f$$

Notes:

MP = Marketing Margin (Rp) (Rp)

Pr = Price at the retail level (RP)

Pf = Price at the fisherman level (Rp)

c. Marketing Efficiency Analysis

Marketing efficiency analysis is used to assess whether the marketing system applied by Dapur Makassar is economically efficient. Efficiency is measured by comparing marketing costs with the total product value or marketing margin obtained. The results of this analysis indicate whether the existing marketing channels operate effectively and provide optimal benefits for business development (Abidin, 2018):

$$E_p = (P_f / P_r) \times 100\%$$

Notes:

EP = Marketing Efficiency (%)

Pf = Price at the fisherman level (Rp/kg)

Pr = Price at the retailer or consumer level (Rp/kg)

To determine whether a marketing channel is efficient, the Farmer's Share value can be used as an important indicator, as it shows the percentage of the final consumer price that is received by producers or fishermen. Farmer's Share reflects how much benefit producers

obtain compared to the total price paid by consumers, meaning that a higher percentage indicates a more favorable and efficient marketing system. According to Downey (1992), a marketing channel is considered efficient if the Farmer's Share value is greater than or equal to 5%, and this criterion is also supported by Nadir et al. (2021), who state that a Farmer's Share  $\geq 5\%$  indicates marketing efficiency. Therefore, in this study, the efficiency of the marketing channels used by Dapur Makassar will be evaluated based on the Farmer's Share approach as a key measurement of marketing performance.

## RESULT AND DISCUSSION

### Results

#### 1. Marketing Institutions

The marketing institutions involved in the distribution of barracuda fish pempek at Dapur Makassar consist of several actors within the marketing chain. These include:

- Fishermen as suppliers of raw barracuda fish.
- Dapur Makassar (Producer/Processor) as the main processing unit that transforms raw fish into pempek products.
- Retailers/Resellers who purchase products in bulk and resell them to final consumers.
- Final Consumers as the end users of the product.

Each institution plays a specific role in ensuring product availability, distribution, and market access. The involvement of these institutions affects price formation and marketing efficiency.

#### 2. Marketing Channels

Based on the findings, Dapur Makassar applies two main marketing channels:

**Channel I (Direct Channel):**  
 Fishermen → Dapur Makassar → Final Consumers

**Channel II (Indirect Channel):**  
 Fishermen → Dapur Makassar → Retailers/Resellers → Final Consumers

The direct channel shortens the distribution chain, allowing products to reach consumers without intermediaries. Meanwhile, the indirect channel expands market coverage through resellers but involves additional distribution stages.

#### 3. Marketing Costs

**Table 1.**

No	Marketing Institutions	Description	Chanel I	Chanel II
			Marketing Cost (Rp/Kg)	Marketing Cost (Rp/Kg)
1	Produsen	Transportation costs	75,7	75,7
		Labor costs	159,8	159,8
		Packaging costs	360,2	360,2
2	Reseller	Transportation costs		1025
		Labor costs		45,8
		Packaging costs		50.2
<b>Total</b>			<b>595,7</b>	<b>1.716,7</b>

In Channel I, marketing costs are relatively lower because there are no intermediary distribution expenses. In Channel II, costs are higher due to additional operational expenses incurred by retailers, including transportation, storage, and profit margins.

#### 4. Marketing Margin

**Table 2.**

Marketing Chanel	Marketing Institution	Purchase Price (Rp)	Selling Price (Rp)	Margin (Rp/Kg)
1	Produsen		25.000	
2	Produsen		25.000	
	Reseller	25.000	35.000	10.000
<b>Total</b>				<b>10.000</b>

The results show that Channel II has a higher marketing margin compared to Channel I because of the involvement of intermediaries who add mark-ups to cover operational costs and generate profit. Channel I provides a smaller margin gap due to the shorter marketing chain.

#### 5. Marketing Efficiency

**Table 3.**

Marketing Institution	Selling price	Total (Kg)	Total Marketing Cost (Rp)	Marketing Efisiensi (%)
Produsen	25.000	50	595,7	<b>0,048</b>
Reseller	35.000	20	1.121	<b>0,16</b>

Additionally, efficiency is evaluated using the Farmer's Share indicator. A Farmer's Share value  $\geq 5\%$  indicates that the marketing channel is efficient.

The analysis shows that Channel I (direct marketing) has a higher efficiency level due to a larger percentage of the final price being received by the producer. Channel II, although less efficient compared to Channel I, still meets the efficiency threshold. Therefore, both marketing channels applied by Dapur Makassar can be categorized as efficient, with the direct channel being the most economically advantageous.

#### Discussion

The existence of two marketing channels demonstrates a dual distribution strategy that balances efficiency and market expansion. The direct channel reduces intermediary costs, shortens the supply chain, and allows Dapur Makassar to retain a higher portion of the final selling price. This condition aligns with marketing efficiency theory, which states that fewer intermediaries increase the producer's share and improve profitability. In addition, direct marketing strengthens price control, customer relationships, and brand positioning because the producer interacts directly with consumers.

Meanwhile, the reseller channel plays an important role in expanding market reach and increasing brand visibility beyond the local area. Although this channel results in higher marketing margins due to additional operational costs and reseller mark-ups, it supports business growth through wider distribution networks. Resellers also act as promotional agents who introduce the product to new consumer segments. Therefore, despite slightly

lower efficiency compared to the direct channel, the indirect channel contributes significantly to sales volume and long-term business sustainability.

To enhance competitiveness, optimizing digital marketing is essential, particularly for strengthening direct sales while maintaining strong reseller partnerships. The use of social media, online ordering systems, and digital payment platforms can improve customer convenience and engagement. Additionally, improvements in packaging quality and logistics efficiency can reduce costs and enhance service performance, ensuring that Dapur Makassar remains competitive in the Makassar culinary market.

## CONCLUSION

Based on the research findings, Dapur Makassar applies two marketing channels: direct sales and reseller distribution. The reseller channel generates a marketing margin of Rp 10,000 per unit due to additional distribution costs and mark-ups. Direct marketing is more cost-efficient because it reduces intermediary expenses, while reseller marketing is more effective in expanding market reach. Therefore, an integrated strategy combining digital marketing optimization and structured reseller management is recommended to improve overall marketing performance and support sustainable business growth.

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