

Marketing Policy for Micro, Small, and Medium Enterprises Products After the Covid-19 Pandemic in Sontang Village, Bonai Darussalam District, Rokan Hulu Regency, Riau Indonesia (Study: Salai Fish Products (Smoked Fish))

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) are economic businesses carried out by the lower middle class. This business aims to grow and develop its business to support efforts to reduce poverty and poverty and provide new job opportunities. In general, there are three (3) types of businesses that include MSMEs, namely (1) culinary businesses, (2) fashion businesses, and (3) agribusiness businesses. Making salai fish is a culinary business. The raw materials from fishermen's catches are then processed into the final product, which has added value. The object of this study is marketing policies ranging from products, prices, and distribution to promotions. The results showed that procedures in the field of production if you want to increase the income of the production process are carried out twice a week, policies in the area of prices depend on the high low purchasing power of end consumers, policies in the place of distribution try to shorten distribution channels because the longer the distribution channel affects income, and procedures in the business of promotion if the interest of end consumers decreases, it is thought that it is necessary to collaborate with partners such as houses eating, self-service and other services, expanding the market can be done by communicating, increasing selling places and increasing promotions by utilizing online media so that any product produced is sold out, and it is also suggested to MSME entrepreneurs to start cultivating river fish for the long term of the salai fish business.

Keywords: product marketing policy; micro; small; medium enterprises.

1. Introduction

COVID-19 is an infectious disease caused by acute respiratory syndrome coronavirus two, and this virus is a Coronavirus that can attack animals and attack humans. Coronavirus usually causes respiratory infections, such as the flu, MERS (Middle East Respiratory Syndrome), and SARS (Severe Acute Respiratory Syndrome). COVID-19 is a new type of Coronavirus found in Wuhan, Hubei, China, in 2019. This new type of Coronavirus is named Coronavirus disease-2019, which is shortened to COVID-19, resulting in a global pandemic that has lasted until now (Amri, 2020). The government also decided to implement Large-Scale Social Restrictions (PSBB) and convey that people should stay at home. The business sector is one of the sectors most affected by the Covid-19 outbreak that has hit since the beginning of 2020. Entering the second year of this outbreak, there has been no indication of clarity on when it will end. This has caused the business sector, including small and medium enterprises (MSMEs), to experience increasing difficulties. The Covid-19 pandemic has had a very bad impact on the sustainability of the Indonesian economy, especially for MSME actors. It can be seen from the decrease in turnover until there is no income at all and being forced to go out of business due to the PSBB policy.

MSMEs must be able to compete in maintaining their existence during this global problem. The development and growth of MSMEs must be improved and given intensive attention by the government (Chaerani et al., 2020). As done by Micro, small and medium enterprises (MSMEs) are already in the form of businesses run by individuals, households, or small-sized business entities. Therefore, the classification of MSMEs is usually carried out with a limit on turnover

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per year, the amount of wealth or assets, as well as the number of employees that have been regulated in the Law of the Republic of Indonesia number 20 of 2008 concerning Micro, Small, and Medium Enterprises concerning MSME criteria (Suci, 2017). In general, competition occurs not only among existing competitors but due to other external factors such as the influx of new entrants, product threats, buyer bargaining, and the bargaining power of suppliers. It is these factors that will determine the intensity of the competition. Good marketing strategy is the survival force of micro, small and medium enterprises that produce types of salai fish (smoked fish) in the round of MSMEs from other regions. According to (Siagian & Cahyono, 2021). A marketing strategy is a set of goals and objectives, policies and rules that provide direction to marketing efforts over time, at each level and their reference and allocation, especially as a response of the organizational / business company in the face of the ever-changing environment and circumstances of competitors.

Rokan Hulu Regency is an area that occupies the 8th position out of 12 regencies in Riau Province. Regarding the development of MSMEs in Rokan Hulu regency, which has good economic potential in line with the product and development of all sectors but not in line with the development of MSMEs in Rokan Hulu, which is experiencing stagnant growth, where currently there are 36,044 MSME business actors (Purwantoro, 2019, p. 166). Sontang Village, Bonai Darussalam District, Rokan Hulu Regency, one of the MSMEs engaged in the manufacture and sale of various types of salai fish (smoked fish), on the coast of the Rokan river there are many types of salai fish produced by fishermen such as delays fish, bang fish, snakehead fish, catfish and fish types of salai fish affect the selling price of general types of jams fish. Baung fish are fish whose selling price is higher than other types of fish. Before the Covid-19 pandemic, the sale of salai fish by fishermen in Sontang Village, the type of salai baung fish, salads fish was around Rp. 200,000/Kg, but since the Covid-19 pandemic, from 2020 until now, salai fish (smoked fish) sales by fishermen in Sontang Village have always decreased. This is due to the decrease in the level of purchasing power of the end consumer. The reduction in salai fish production results from the decline in purchasing power. Fishermen who produce salai fish take a policy to survive so that sales remain table.

Identify problems in this study that examine culinary micro, small and medium enterprises (MSMEs) engaged in the processing of salai fish (smoked fish) carried out by fishermen in Sontang Village, especially those related to marketing policies and their production and marketing systems before, during and after the Covid-19 pandemic.

2. Literature Review

2.1. Policy

The policy is a translation of the English word "policy", that is, the rules in it. Policies are created by a person and proposed by a group in a particular environment. Intelligence is a series of actions with a specific purpose followed and implemented by a perpetrator or group of perpetrators to solve a certain problem. As a chosen Action, the policy has significance in influencing many people.

Policies are made by individuals (individuals), organizations, groups of individuals, and states with one goal or can achieve many goals (multiplier effect). However, in formulating a policy, communication with various stakeholders, methods, and media to be used are needed, (2) resources such as Human Resources (HR), funds, machine tools, materials, and supporting facilities for the implementation of a policy, (2) dispositions, and bureaucratic structures. If this is well available, then the performance of the policy will be successful as expected (Suharto, 2005).

In line with the above opinion, Edwards III (Aneta, 2012). Argues that policy implementation is influenced by factors "communication, resources, disposition or attitudes, and bureaucratic structure."

2.2. Communication

The successful implementation of the policy hints at letting the implementor know what to do. The policy's goals and objectives should be transmitted to the target group to reduce the distortion of implementation. If a policy's goals and objectives are unclear or even unknown by a group of targets, then there is a possibility of resistance from the target group.

Communication is defined as the process of conveying communicator information to the communicant. In the communication of policy implementation, policy objectives and objectives must be related to the target group. This is done to reduce errors in policy implementation. Policy communication has several dimensions, including dimensions of transmission, consistency, and clarity (Islami, 2013)

2.3. Resources

Although the policy has been communicated clearly and consistently, if the implementor lacks the resources to implement it, the implementation will not run effectively. Therefore, resources are an important factor for policy implementation to be effective. Without resources, policies only stay on paper in documents only.

Resources supporting policy implementation can be tangible, such as staff, information, authority, and facilities. Human resources are one of the variables that affect the success and failure of implementation. Implementation is highly dependent on human resources (apparatus). Thus human resources in the performance of policies, in addition to being sufficient, must also have the expertise and ability to carry out tasks, recommendations, and orders from superiors (leaders), and authorities are other resources that affect the effectiveness of policy implementation (Nugroho, 2003).

2.4. Disposition

Disposition is the disposition and characteristics of the implementor, such as commitment, honesty, and democratic nature. If the implementor has a good disposition, he will be able to carry out the policy properly as the policymaker wants. On the other hand, when implementors have attitudes and perspectives that are with policymakers, the policy implementation process also becomes ineffective (Wahyu et al., 2021).

2.5. Organizational Structure

The organizational structure in charge of implementing policies has a significant influence on policy implementation. In the context of the application of SOPs in the environment of public organizations, (Nugroho, 2003) said that one of the factors that determine the influence of the implementation of SOP policies on the performance of employees in the organizational environment is the organizational structure.

The four factors mentioned above (communication, resources, disposition, and bureaucratic structure) interact with each other simultaneously in influencing policy implementation. The model of the direct and direct impact of these four factors on the implementation of the policies of Edwards III, as shown in the figure below (Vahmi & Supriatna, 2019)

2.6. Marketing Strategy

Strategy as a tool to achieve long-term goals. In addition, strategy is defined as a potential action requiring top-level management decisions and large amounts of company resources (Alyas & Rakib, 2017). Essentially Strategy is a tool to achieve long-term goals (Firmansyah, 2018). Marketing strategy is to have the goal of persuading and stimulating consumers to buy the company's products to achieve the purpose of increasing expected sales (Raharja & Natari, 2021). Several marketing strategies are needed for the resulting impact to increase sales of products produced by MSME partners (Siagian, 2021).

Segmentation Market segmentation is identifying and forming separate groups of buyers or consumers. Each consumer is distinguished according to the characteristics of the needs of the product and its marketing mix.

They are targeting The target market, which is the act of choosing one or more market segments to enter. In the target market, there are several segments, including the level of market demand/growth, consumer attractiveness in the long term, and target competitor resources.

Positioning Market position, that is, establishing market position, the goal is to build and communicate the competitive advantages of products on the market into the minds of consumers. The market positioning strategy consists of attributes (low price or high price) according to the user or product class.

Marketing is viewed from the conventional definition of a social and managerial process of individuals and groups getting what will be needed and desired by creating, offering, and exchanging valuable products with other parties (Sahla, 2019). The definition of marketing proposed by experts, the ways and techniques of delivery are different, but in principle have the same way of thinking and basically marketing activities carried out by a company are all activities to distribute the company's products and services to consumers in efficient ways. The concept of marketing is a business philosophy that states that the expansion of debtor needs is an economic and social requirement for the survival of the company (Lukitaningsih, 2013).

2.7. Distribution Channels

Distribution channels are channels used by producers to distribute products from producers to consumers or user industries. The selection of the right place of distribution is very important to expand the market in achieving the desired profit. According to (Nurseto, 2018). A distribution channel is a flow of products from companies and distributors to the market so that consumers can meet their needs and desires. According to (Karundeng et al., 2018) There are five types of basic distribution channels for products to reach consumers, namely :

1. Manufacturer channels → user
2. Manufacturer channels → retailers → user
3. Manufacturer → retailers → end consumer
4. Manufacture → wholesaler → retailers → end consumer
5. Manufacture → agent → retailers → end consumer.

Therefore, the distribution policy is one of the integrated marketing policies, which includes determining marketing channels and, at the same time, the success of marketing the company's products. So the role of the distribution channel chain is generally more emphasized in the selected activities and mastery of each distribution institution. The priority problem is the smooth delivery and transfer of goods and property rights to the control of the product, starting from middle traders and retailers to finally into the hands of consumers. Then the distribution channel concerns the flow of the product and the property rights or control over the product.

2.8. Marketing Mix

The marketing mix is a set of marketing tools that a company uses to achieve its business goals in the target market (Selang, 2013). The marketing mix is a business control tool that can be used or utilized to satisfy or communicate with consumers (Jacklin et al., 2019). The marketing mix, as a business control tool that can be used or utilized to satisfy or communicate with the consumers marketing mix, is the product, price, promotion, and distribution contained in it that determines the success rate of marketing and the goal of getting the desired response from the target market. In carrying out the marketing mix in general, it must be tried in the best possible balanced state, although specifically, the pressures can be different. The marketing mix should be dynamic. This is due to the ever-changing conditions that the company needs to pay attention to changes in situations and conditions. And this also causes the company not to imitate the marketing mix of other companies. Because it is certainly different for the conditions faced, and the products produced by the marketing mix must be adapted to the conditions and situations and experience of the company because this concerns the long-term goals of the company itself. The marketing mix is a business control tool that can be used or utilized to satisfy or communicate with consumers.

2.9. Definition of Micro, Small and Medium Enterprises (MSMEs)

MSMEs are productive business units that stand alone and are carried out by individuals or business entities in all sectors of the economy (Jacklin et al., 2019) In detail, the concept of Micro, Small, and Medium Enterprises (MSMEs) refers to Law Number 20 of 2008 concerning MSMEs (Presiden, 2008).

3. Methods

This study uses a qualitative approach method that discusses the design used in this study by discussing research samples and the collection and procedures for recording data as a whole naturally. By using research methods based on qualitative analysis, reality or phenomena of various sources of literature, both reports from salai fish entrepreneurs (smoked fish) and from other natural sources. The researcher will collect data by collecting Documentation, observations, and interviews directly in the field of the object that is targeted by the researcher. It is intended to study intensively various problems that occur. Researchers will gradually make direct observations related to the marketing policy of salai fish products (smoked fish) in Sontang Village, Bonai Darussalam District, Rokan Hulu Regency. The subjects in this study were salai fish entrepreneurs (smoked fish), as many as 20 people who lived in Sontang Village, Bonai Darussalam District, Rokan Hulu Regency. This research was conducted in Sontang Village, Bonai Darussalam District, Rokan Hulu Regency.

The Types and data sources used in this study are:

- a. Words and actions. The main data sources in this study were the people who were observed or interviewed, namely the manager of one person and the Medical Representative of eight people in Sontang Village, Bonai

Darussalam District, Rokan Hulu Regency, in writing. From documents such as books, disgraces, and other official documents.

- b. Photograph. It can be used as a research tool in qualitative. Photographs produce descriptive data that is valuable and is often used to examine subjective aspects, and the results are often analyzed inductively. Bogdan and Biklen mentioned that there are photo categories that can be used in qualitative research, namely photos produced by people and photos produced by researchers themselves (Moleong, 2007).

Data collection techniques in this study through Documentation, Observation, and Interviews. The data invalidity test analysis method in this study was used following the characteristics of qualitative research, namely inductive data analysis. The data invalidity test analysis method in this study was used under the characteristics of qualitative research, namely inductive data analysis. The data validity test is used to ensure the correctness of the data obtained. In the technique of analysis Dora sin general data analysis process, there are four activities carried out: data reduction, certification, data categories, and compiling work hypotheses.

3.1. Data Reduction

Identify small units of parts found in the data that have meaning and are associated with research focuses and problems. Once the unit is obtained next, it creates a coding which means to code each unit so that it can still be traced to the data /unit, which comes from where.

3.2. Categorization

Attempts to sort each unit into parts that have similarities and each category is given a name called a label .

3.3. Synthesisation

To synthesize means to look for a link between one category and another related category and named

3.4. Compiling a Working Hypothesis

Formulating a statement that proposes this working hypothesis is a substantive theory, i.e., a theory derived and still related to the data, should be related to and, at the same time, answer the research question.

4. Result and Discussions

The salai fish processing business in Sontang village, Bonai Darussalam District, Rokan Hulu Regency, has been around for a long time, initially two people then followed by some residents who followed the salai fish business, and some have even declined the sontang villagers. At first, the business idea started (arose) by looking at the business activities of processing salai fish in other villages (areas), then one of these communities tried making salai fish. From the results of the trial, it turned out that they succeeded and made this business a source of income. Currently, there are twenty salai fish entrepreneurs who work in the salai fish processing business as their main source of income. The main raw materials or fresh fish come from fishermen's catches in the Rokan river and Rokan Tuo Lake, but there are two months a year that fishermen are a bit of difficulty obtaining raw materials, making income decrease.

4.1. Characteristics of Informen

There are twenty informers from MSMEs engaged in the culinary processing of salai fish (smoked fish) in sontang village who process fresh river fish into salai fish (smoked fish). The following is an overview of the situation of fishermen processing salai fish (smoked fish) in sontang village in terms of gender, age, education, and length of service seen in the table 1.

In the table 1, it can be concluded that culinary MSMEs engaged in the processing of salai fish (smoked fish) are, on average, carried out by men, whose average age is still classified as productive with a working period of more than five years but judging from the average education, elementary schools there is needed guidance by related parties, including business capital assistance.

Table 1. Characteristics of Informen UMKM Salai Fish Processor (smoked fish) Sontang Village

| Demographics | Category | Frequency | % |
|--------------|--------------------|-----------|-------|
| Gender | Man | 14 | 70.00 |
| | Woman | 6 | 30.00 |
| Age | 24-30 | 1 | 5.00 |
| | 31-40 | 6 | 30.00 |
| | 41-50 | 5 | 25.00 |
| | 50> | 8 | 40.00 |
| Education | Primary School | 12 | 60.00 |
| | Junior High School | 8 | 40.00 |
| Service Live | 1- 10 th | 9 | 45.00 |
| | 11- 20 th | 3 | 15.00 |
| | 21- 30 th | 3 | 15.00 |
| | 31 > th | 5 | 25.00 |

4.2. Production Infrastructure

MSME farmers engaged in processing fresh fish into salai fish (smoked fish) need several production facilities, including as seen in the table 2.

Table 2. Infrastructure

| Types of means | Size/unit | Price/ unit | Economical age |
|----------------|-----------|-------------|----------------|
| Salai House | 6m x 5m | 5,000,000 | 5 th |
| Salayan | 1m x 3m | 300,000 | 1 th |
| Cart | 1 unit | 600,000 | 2 th |
| Washbasin | 1 unit | | 1 th |
| Bucket | 1 unit | 20,000 | 0,5 th |
| Drum | 2 unit | 200,000 | 5 th |
| Knife | 1 unit | 40,000 | 2 th |
| Bros | 1 unit | 25,000 | 0,25 th |
| Glove | 1 unit | 30,000 | 0,5 th |
| Zinc | 10 sheet | 500,000 | 4 th |
| Scales | | | |
| a. 2 kg | 1 unit | 150,000 | 1 th |
| b. 30 kg | 1 unit | 300,000 | 2 th |
| c. 50 kg | 1 unit | 450,000 | 3 th |

The amount of funds for infrastructure for the production of kan salai in sontang village depends on the number of materials used, with the number of funds ranging from Rp. 6,500,000 to Rp. 10,000,000,-.

4.3. Production Process

The process of processing (fumigation) fresh fish into salai fish (smoked fish) in Sontang Village is carried out traditionally using the direct heat fumigation method, which uses the main ingredient of fumigation firewood as a heat source. According to (Afrinis et al., 2018), The type of wood used as a heat source largely determines the heat to be generated, which ultimately determines the quality of the salai fish produced. And based on information from salai fish entrepreneurs in Sontang village, in general, logs or hard pieces of wood in Sontang Village, are either used for smoking salai fish production, while types of wood that contain a lot of resin or resin, it is not good for fumigation because it will produce poor salai fish production along with the stages of the Salai Fish (smoked fish) processing process.

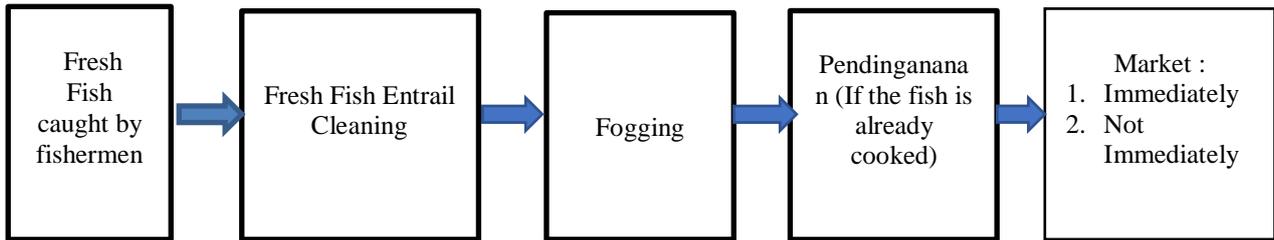


Figure 1. Production Process

The process of processing salai fish starts with fresh fish caught or purchased from other fishermen, then sorted according to size, and after that, weeding (cleaning) is carried out. The fish that have been cleaned of the excrement of the fish, then the fish are arranged evenly on the Malayan or in the smoking place and covered with zinc so that the wood smoke does not spread and permeate the skin of the fish.

During the process of starting, the fish are turned back so that the heat and smoke are evenly distributed on both sides of the fish until the fish is dry (cooked fish). The length of the smoking process lasts approximately 24 hours (one day and one night) or until the fish is yellow or golden brown and cooled. The product produced from processing fresh fish into salai fish (smoked fish) can increase the durability of the product for longer. A distinctive smell (fragrant), good taste, and color attract golden king, so it is very liked by consumers. In addition, which makes the high attractiveness of consumers higher, salai fish can last stored for approximately one month, but if it is more than one month, the salai fish needs to be re-smoked to maintain its taste and aroma.

MSME entrepreneurs in Sontang Village who process fresh river fish into river salai fish to produce 300 Kg of salai fish require raw materials as much as 700 Kg and kerosene 1 liter, and firewood 0.5 L 300 cars. So, in this case, based on the average price of all types of fresh fish, Rp. 35,000.00 /Kg, kerosene Rp. 12,000.00 / liter and wood 0.5 cars Rp. 75,000.00 and labor wages per production process, then for one process, 300 Kg of salai fish costs Rp. 24,885,000.00. If MSME entrepreneurs are able to produce more fresh fish up to 2 (two) processes in one week, the entrepreneur must provide funds of Rp. 49,770,000.00. MSMEs engaged in this culinary field, if there are many fishermen's catches, are carried out two times the production process of salai fish (smoked fish), but at present, it is often done once a week.

Table 3. Needs for Raw Materials and Other Supports, as well as The Cost To Produce 300 kg of Salai Fish (smoked fish) Per One Production

| Material elements | Sum | Unit | Harga average fresh fish | Value |
|--------------------------|-----|--------------------|--------------------------|---------------|
| Harga average fresh fish | 700 | Kg | Rp 35,000 | Rp 24,500,000 |
| Firewood | 0.5 | Car picnic up L300 | Rp 150,000 | Rp 75,000 |
| Labor wages | 2 | Person | Rp 300,000 | Rp 300,000 |
| Kerosene | 1 | Litre | Rp 10,000 | Rp 10,000 |
| Sum | | | | Rp 24,885,000 |

4.4. Marketing Policy

Marketing policy of culinary MSMEs salai fish (smoked fish) in Sontang Village, Bonai District, Rokan Hulu Regency during the Covid-19 pandemic, the marketing of salai fish (smoked fish) has decreased compared to before the pandemic while now in the post-pandemic alhamdulillah the price of salai fish has begun to normalize, even higher the selling price than before the pandemic with the production process of fresh river fish raw materials of 700 kg per one production with an average price of fresh fish Rp. 35,000.00 / Kg. 700 Kg after processing into 300 Kg of salai fish (smoked fish) at the price of jula can be seen in the table 4.

Based on the table 4, explaining the selling price policy before, during, and after the pandemic, there seems to be a difference in price, and this is a difference in price, and this is an income (added value) for MSME entrepreneurs engaged in culinary-type salai fish (smoked fish) there is a difference in the added value of this policy he took based on the high low purchasing power of end consumers. Therefore, take the distribution channel policy as follows :

Distribution channels before the pandemic : producers → retailers → end consumers

Post-pandemic distribution channels : → Producers (Collectors) → retailers → end consumers

Distribution channels before the pandemic : producers → retailers → end consumers.

Table 4. Selling Price of Salai Fish (Smoked Fish)

| Selling Price | Average Price | | |
|--------------------|---------------------|-----------------|---------------|
| | Before the Pandemic | Pandemic Perion | Post-Pandemic |
| Selling Price / Kg | Rp 98,750.00 | Rp 90,000.00 | Rp 100,000.00 |

Based on the distribution channel policy taken by MSME entrepreneurs above, it can be seen that the cause of the decline in the income of salai fish entrepreneurs, the decrease in selling prices during the pandemic, is due to a long product marketing distribution channel than usual, this policy was set by MSME entrepreneurs of salai fish (smoked fish) due to the low level of purchasing power of end consumers. In this case, salai fish entrepreneurs take a policy to sell (promote) to collectors so that all production remains sold out.

4.5. Income of MSME Entrepreneurs Processing Salai Fish (smoked fish)

Based on the number of raw materials, 700 kg of fresh river fish and then processed into salai fish (smoked fish) can get 300 Kg of salai fish. The average jula price of salai fish (smoked fish) ranges from Rp. 90,000.00 to 100,000.00 per kg. If the salai fish product is sold, the salai fish entrepreneur gets the proceeds from the sale of the salai fish in the amount of Rp. 27,000,000.00 to Rp. 30,000,000 per one production. The funds issued by entrepreneurs per production are Rp. 24,885,000.00, which consists of financing raw materials and other supporting materials until they become salai fish (smoked fish). So the salai fish processor (smoked fish) earns income in one production process ranging from Rp. 2,115,000.00 to Rp. 5,115,000.00. If MSME entrepreneurs want to get more income, entrepreneurs must be able to produce an average of two production processes a week. Based on the previous information, the river salai fish business is very promising (the demand for products is very large), but the journey is not always smooth, and there are often also obstacles for this culinary MSME entrepreneur. If the catch is reduced, then there is also a decrease in production yields.

5. Conclusions

Marketing of salai fish (smoked fish) produced by salai fish entrepreneurs (smoked fish) in Sontang Village because there is a comparison before, during, and after the Covid-19 pandemic. Entrepreneurs realize and understand that income is an important element in building a family economy, especially during a pandemic or disaster. Therefore MSME entrepreneurs of salai fish (smoked fish) must think positively about how to take policies in products, prices, distribution, and promotion in developing the salai fish business in order to maximize the ability to increase family income so that any disaster or other obstacles can be minimized. MSME entrepreneurs engaged in the salai fish (smoked fish) sector based on the experience of the Covid-19 pandemic disaster. MSME actors, so that prices remain normal, are needed to expand the market by adding business partners and locations (places). So that the availability of raw materials is still fulfilled, it is necessary to foster the cultivation of types of river fish that will be produced into salai fish (smoked fish). As well as maintaining the quality of the product.

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