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Development Strategy for Gluten-Free Milkfish Dimsum and Shrimp Head Waste Using BMC-SWOT Analysis

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Abstract

Sidoarjo Regency is one of the centers of fishery production in East Java with superior products of milkfish and shrimp. Milkfish and shrimp head waste that has not been widely utilized in Sidoarjo Regency. On the other hand, the trend of healthy food consumption, especially gluten-free products, continues to increase both locally and globally. Efforts to overcome this problem can be done by developing a superior product in the form of gluten-free dimsum. Dimsum is a processed product that is widely favored by the public due to its practicality in serving. This study aimed to design a strategy for developing gluten-free dimsum from milkfish and shrimp heads using Canvas Business Model and SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) . The first stage was the development of the business model canvas to illustrate the business potential of dimsum made from milkfish and shrimp head waste. The second stage was the analysis of the internal and external environment as the basis for the SWOT (Strength, Weakness, Opportunities, and Threaten) analysis. The results of the study indicated that gluten-free dim sum from milkfish and shrimp head waste has great potential for development. The analysis identified key strengths such as product innovation utilizing local resources, and key opportunities including the growing trend for healthy food. Conversely, high production costs were a primary weakness, with price competition from conventional products being a major threat. The Internal-External matrix analysis places this business venture in the 'Grow and Build' quadrant. Therefore, the recommended core strategy is an intensive approach focusing on market penetration through strong branding as a healthy, eco-friendly product and continuous product development.

Keywords: *Milkfish, shrimp, Dimsum, SWOT-BMC*

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1. Introduction

Sidoarjo Regency is one of the largest producers of milkfish and shrimp in East Java. Milkfish and shrimp are the region's flagship commodities and are also featured in the Sidoarjo Regency's official logo. As a leading commodity, milkfish production in Sidoarjo Regency reached 35,271,900 kg in 2023 (Badan Pusat Statistik Kabupaten Sidoarjo, 2024). This amount contributes to nearly half of the region's total brackish water aquaculture production. This significant production volume positions these two commodities with great potential as superior processed products for the region.

The high production level of shrimp and milkfish is not matched by the variety of its processed derivative products. The diversification of processed products based on shrimp and milkfish in Sidoarjo Regency is still limited. Common processed milkfish products include *bandeng presto* (pressure-cooked milkfish), smoked milkfish, and milkfish cakes (*otak-otak bandeng*) (Rosida & Anggraeny, 2023). Meanwhile, the shrimp commodity is predominantly processed into frozen shrimp through a Peeled and Deveined (PnD) process. In this process, only the shrimp meat is used, while other parts such as the skin and head are separated as by-products or waste. Both milkfish and shrimp head waste have high nutritional content as raw materials for processed products (Ariestiningsih et al., 2024). Milkfish contains protein, omega-3, vitamin D, and minerals, while shrimp head waste contains protein, calcium, chitin, and antioxidants (Wulandari et al., 2024).

The current trend in processed products is shifting towards healthy food products. One of the healthy product categories that is currently growing is gluten-free products. The global gluten-free product market is projected to grow at a CAGR of 8.75% between 2025-2033, reaching USD 14.12 billion in 2030. This trend is not only driven by the medical needs of individuals with celiac disease but also by the increasing preference for a healthy lifestyle (Demirkesen & Ozkaya, 2022). In Indonesia itself, awareness of gluten-free diets is beginning to grow, but there are not many innovative local products available to meet this need.

Considering the potential of milkfish and shrimp as well as the increasing trend of gluten-free product consumption, processed product innovation that has great potential is products that are favored by many groups. One widely favored product is dimsum. This product is widely favored by the community due to its practicality in serving and ease of consumption. The development of gluten-free dimsum from milkfish and shrimp head waste has considerable market potential in Sidoarjo Regency. Besides being able to expand the market, this product supports the concept of sustainability by optimizing the utilization of local raw materials and fisheries industry waste.

This research was designed to support the development of the Sidoarjo PSDKU Agribusiness Teaching Factory (TEFA). As outlined in the Research Master Plan (RIR) of Jember State Polytechnic (Polije), Polije targets applied agro-industry-based research, product innovation based on local resources, and the development of a teaching factory to strengthen industry-based vocational education. By developing gluten-free dim sum products made from milkfish and shrimp waste, this research directly supports Polije's

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strategic RIR target of developing superior regional product innovations and strengthening TEFA as a research-based production center.

This research aimed to devise a development strategy for a gluten-free dimsum product made from milkfish and shrimp head waste. The analytical methods used in this study were the Business Model Canvas and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The business model was used to review the business conditions of the dimsum to be developed. This business model was developed based on the needs of prospective target consumers. The formulation of the business model is used was a basis for devising a development strategy based on SWOT analysis. The process in the SWOT analysis included the analysis of the product's internal factors (strengths and weaknesses) and external factors (opportunities and threats). The analysis of internal and external factors was used to formulate an appropriate development strategy to overcome weaknesses and challenges while maximizing its strengths and opportunities [1].

2. Method

This research was conducted at Jember State Polytechnic, Sidoarjo Campus 4, from July to September 2025. This study uses a mixed-method approach. The qualitative phase involves identifying strategic factors through Focus Group Discussion (FGD), in-depth interviews, and observation with an expert panel. The subsequent quantitative phase was carried out by weighting and rating these factors using a structured questionnaire. The main analytical frameworks used were the Business Model Canvas (BMC) to map the business model and SWOT analysis (Strength, Weakness, Opportunities, and Threats) for strategy formulation. This study uses data collection techniques through questionnaires, observation, and interviews. The data used in this study included primary and secondary data. Primary data were obtained directly through questionnaires and interviews with experts and relevant parties according to research needs, while secondary data were obtained from various relevant sources. The sample collection technique used a purposive sampling method with a predetermined number of five respondents from academia, practitioners, and entrepreneurs (Putri & Dwijayanti, 2024). The research stages can be seen in Figure 1 below.

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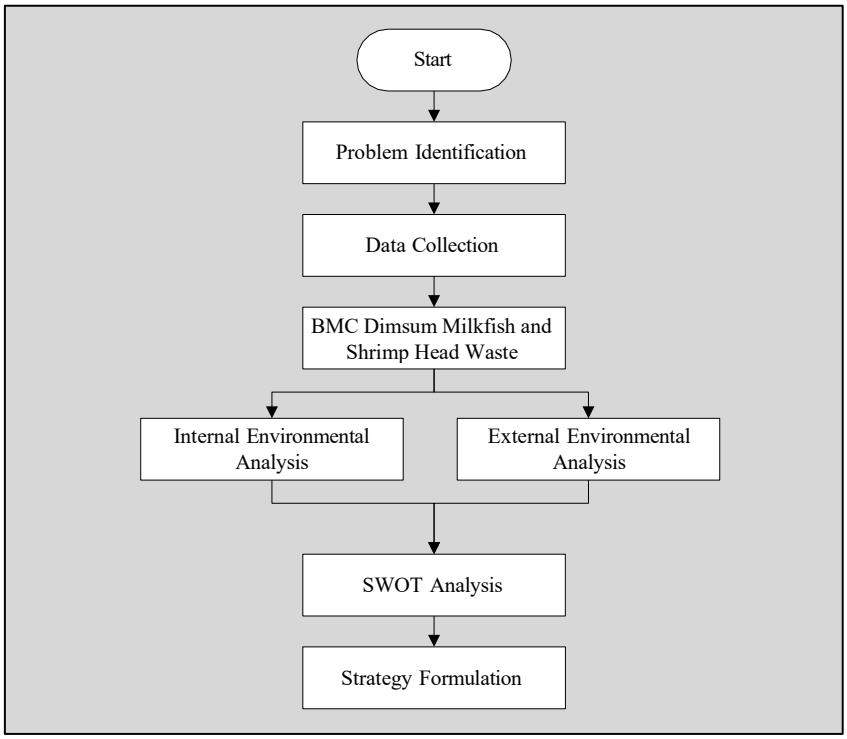


Figure. 1. Research Stages

The initial stage of the research began with an analysis of the problems in developing processed products based on milkfish and shrimp. The problem identified was the limited variety of processed products made from these raw materials. Specifically for the shrimp raw material, the issue pertains to the shrimp heads, which are currently only a by-product or waste from frozen shrimp processing. On the other hand, the demand for processed products is shifting towards healthy options. One of the healthy product categories that currently growing is gluten-free products. Therefore, the processed product to be specifically studied is the development of dimsum from milkfish and shrimp head waste.

The next stage was the collection of primary and secondary data. The primary data used included data from interviews, questionnaires, focus group discussions (FGD), and observations. This primary data was then used to populate the components of the business model canvas and for the SWOT analysis. Subsequently, the secondary data consisted of supporting information from literature reviews obtained through journal articles, e-books, and other relevant information.

The following stage was the development of the business model canvas to illustrate the business potential of dimsum made from milkfish and shrimp head waste. This business potential is based on an analysis of the elements within the business model canvas. These elements are mapped using the nine blocks of the Business Model Canvas (BMC), which include Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Activities, Key Partnerships, Key Resources, and

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Cost Structure.

The final stage was the analysis of the internal and external environment as the basis for the SWOT (Strength, Weakness, Opportunities, and Threaten) analysis. Based on the internal and external (IFE/EFE) factors determined from observations, interviews, and field questionnaires, the next step was to assign a weight to each factor. Then, a rating was determined, and a weighted score was calculated for each internal and external factor (Naton et al., 2020). The SWOT assessment was based on the weighting of internal and external is the development of dimsum from milkfish and shrimp head waste.

Table 1. IFE/EFE Matrix

Internal/External Strategic Factors	Weight	Rating	Score
Strengths/Opportunities			
S1			
S2			
S3			
Sn			
Weaknesses/Threats			
W1			
W2			
W3			
Wn			
Total			

3. Findings and discussion

3.1 Business Model Canvas for Milkfish and Shrimp Head Waste Dimsum

The business model development was based on a focus group discussion (FGD) with several experts in the development of the Dimsum Product from Milkfish and Shrimp Head Waste to support the pioneering Agribusiness Teaching Factory at PSDKU Sidoarjo. The experts involved in the FGD included academics, practitioners, and entrepreneurs. Based on the business model canvas analysis, several important components became the focus for the development of the dimsum product. These components include customer segments, value propositions, and customer relationships. The dimsum product has specific customer segments, including end consumers such as health-conscious individuals, those with gluten intolerance, and enthusiasts of innovative local food products. Meanwhile, the business customer segments include the Teaching

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Factory, SMEs (IKM), and Horeca (Hotel, Restaurant, and Cafe). The value proposition of this dimsum is a key focus, considering it is a new product with an emphasis on being a functional food. Its advantages include being gluten-free, rich in nutrients, preservative-free, and using environmentally friendly packaging.

Meanwhile, customer relationships are also crucial to ensure the product is well-received in the market. Several strategies to optimize customer relationships include providing educational content to introduce the product, collaborating with communities of gluten-free product lovers, and offering training packages. The resulting business model canvas can be seen in the figure below.

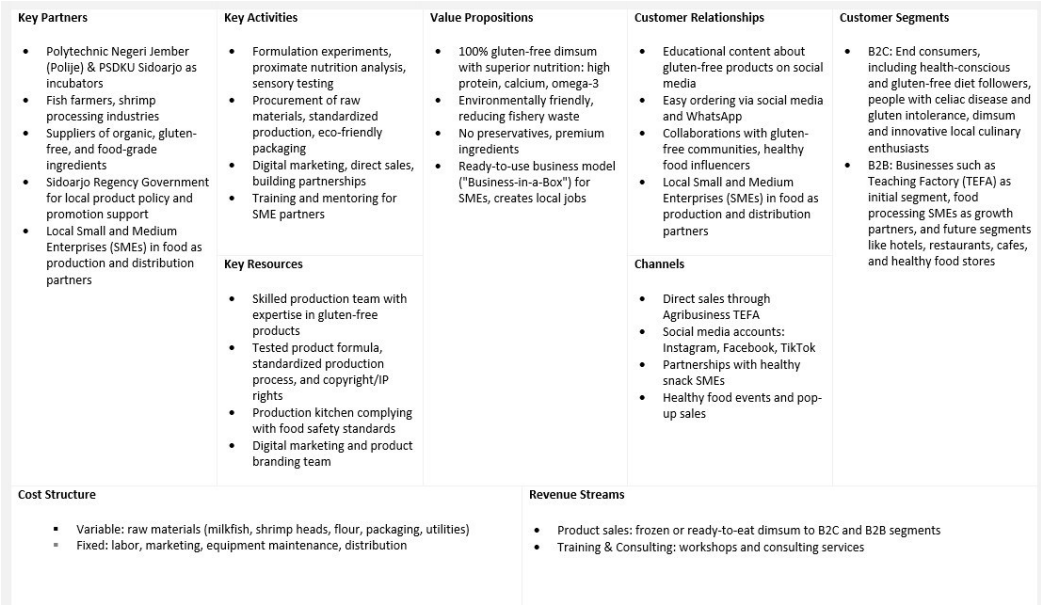


Fig. 2. Business Model Canvas for milkfish and shrimp head waste dimsum

3.2 SWOT Analysis of Milkfish and Shrimp Head Waste Dimsum

Based on the business model canvas analysis, nine key elements in the development of dimsum from milkfish and shrimp head waste were identified. The formulation of the development strategy refers to these nine elements, which are then implemented in the SWOT analysis. SWOT analysis is used to evaluate internal factors of strengths and weaknesses, as well as external factors of opportunities and threats in the business development of dimsum made from milkfish and shrimp head waste (Wiara Sanchia Grafita Ryana Devi et al., 2022). This process begins with determining the specific objectives of the business plan, followed by identifying the internal and external factors that support the development of the dimsum product.

The assessment of internal factors was carried out using a scoring method on a scale of 1-3. This scoring value then forms the basis for the weight of each internal factor.

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Subsequently, a rating on a scale of 1-4 was assigned to each factor (Rizki et al., 2021). The results of the IFE matrix analysis can be seen in Table 2 below:

Table 2. IFE Matrix

No	Internal Strategic Factors	Weight	Rating	Score
Internal Strength Factors				
1.	Innovative product utilizing the local potential of milkfish and shrimp head waste	0,14	3	0,46
2.	High nutritional content from milkfish and shrimp head waste	0,13	3	0,43
3.	Environmentally friendly product that reduces fishery waste through product diversification	0,11	4	0,41
4.	The product has a niche segment among health-conscious consumers	0,12	3	0,40
Total		**0,50**		**1,70**
Internal Weakness Factors				
1.	Different taste, aroma, and texture compared to conventional dimsum	0,14	3	0,43
2.	Relatively high production cost due to raw material usage and quality standardization	0,12	3	0,36
3.	Relatively short product shelf life because no preservatives are used	0,11	3	0,37
4.	The product requires freezer storage to maintain its quality	0,13	4	0,47
Total		**0,50**		**-1,63**
Weighted Total		**1,00**		**0,07**

Based on the IFE matrix analysis, the internal strengths and weaknesses in the development of the dimsum product from milkfish and shrimp head waste were identified. The highest score for the strength factor is its innovative nature, utilizing the local potential of milkfish and shrimp head waste, with a score of 0.46. Dimsum made from milkfish and shrimp head waste is an innovative product not yet widely available on the market. Additionally, the use of gluten-free flour further enhances its innovative

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value. Innovative processed food products have a high potential for consumer acceptance (Akuba et al., 2024). Meanwhile, the highest-scoring weakness factor is the need for freezer storage to maintain product quality, with a score of 0.47. The developed dimsum product emphasizes being a functional food, thus it does not use preservatives. The market potential for the product is therefore more limited to the frozen food category. This condition requires the product to be stored in a freezer to maintain its shelf life.

The assessment of external factors was conducted using the same method as the determination of internal factors. The first stage is to assign a score on a 1-3 scale to each external factor. This scoring value then forms the basis for the weight of each external factor. Subsequently, a rating on a scale of 1-4 was assigned to each factor. The results of the EFE matrix analysis can be seen in Table 3 below.

Table 3. EFE Matrix

No	External Strategic Factors	Weight	Rating	Score
	External Opportunity Factors			
1.	Growing trend for healthy, gluten-free, and environmentally friendly food	0,15	4	0,53
2.	Strategic product development location, being in the city center and near industrial areas	0,11	3	0,37
3.	Government support for the diversification of fishery-based products	0,12	3	0,36
4.	Research collaboration with various institutions to improve product quality	0,12	4	0,44
	Total	**0,50**		**1,71**
	External Threat Factors			
1.	Product price tends to be more expensive due to the use of premium ingredients	0,13	3	0,38
2.	Competition with conventional dimsum products that are cheaper and more popular	0,12	3	0,42

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3.	Strict food regulations regarding the safety of processed products from fishery waste	0,12	3	0,36
4.	Fluctuation in the availability of milkfish and shrimp raw materials due to seasonal or weather factors	0,13	3	0,43
	Total	**0,50**		**-1,59**
	Weighted Total	**1,00**		**0,12**

Based on the results of the EFE matrix analysis, the scores for the external factors in the development of the dimsum product from milkfish and shrimp head waste were obtained. The highest score for the opportunity factor is the growing trend for healthy, gluten-free, and environmentally friendly food, with a score of 0.53. In Indonesia, healthy food products show an increasing demand trend. Currently, the public trend shows a growing awareness of the importance of consuming healthy food, starting with understanding the composition of the food types to be purchased (Ardiansyah et al., 2025). This trend presents a great opportunity for the dimsum product from milkfish and shrimp head waste to be accepted in the market. Meanwhile, the highest threat factor is the fluctuation in the availability of milkfish and shrimp raw materials due to seasonal or weather factors, with a score of 0.43. Milkfish and shrimp head waste are products of brackish water aquaculture, which are highly dependent on season and weather. These factors determine the success of the aquaculture cultivation, which in turn determines the harvest yield.

The company's position in the development of the dimsum business is determined using the Internal-External (IE) Matrix. This positioning is based on the sum of the total weighted scores of all factors, both positive (strengths and opportunities) and negative (weaknesses and threats).

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Table 3. IE (Internal-External) Matrix

		Total Weighted IFE Score		
		Strong 3,00-4,00	Medium 2,00-2,99	Low 1,00-2,99
Total Weighted EFE Score	High 3,00-4,00	I	II	III
	Medium 2,00-2,99	IV	V	VI
	Low 1,00-1,99	VII	VIII	IX

Based on the IE matrix, the company's position is in Cell I, which means the company is in a strong internal and external position. The strength factors in the development of the dimsum business from milkfish and shrimp head waste can overcome its weaknesses. Strategies that can be applied when a company is in Cell I are intensive (market penetration, market development, product development) or integrative strategies (backward integration, forward integration, and horizontal integration) (Wardhani & Dini, 2020).

The SWOT (*Strengths, Weaknesses, Opportunities, and Threats*) matrix can generate four quadrants of possible alternative strategies. These strategies are SO (strengths-opportunities), WO (weaknesses-opportunities), ST (strengths-threats), and WT (weaknesses-threats). The following are the results of the Strategy analysis within the SWOT Matrix, based on the identification of internal and external factors that constitute the strengths, weaknesses, opportunities, and threats for the company in developing the dimsum business

Table 2. SWOT Matrix

Internal	**STRENGTH (S):**	**WEAKNESS (W):**
	1. Innovative product utilizing the local potential of milkfish and shrimp head waste 2. High nutritional content from milkfish and shrimp head waste 3. Environmentally friendly product that reduces fishery waste through	1. Different taste, aroma, and texture compared to conventional dimsum 2. Relatively high production cost due to raw material usage and quality standardization 3. Relatively short product shelf life

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External	product diversification 4. The product has a niche segment among health-conscious consumers	because no preservatives are used 4. The product requires freezer storage to maintain its quality
OPPORTUNITY (O): 1. Growing trend for healthy, gluten-free, and environmentally friendly food 2. Strategic product development location, being in the city center and near industrial areas 3. Government support for the diversification of fishery-based products 4. Research collaboration with various institutions to improve product quality	**STRATEGIES (SO):** 1. Strengthen the branding of the dimsum product as a healthy and environmentally friendly product. 2. Create educational content about the benefits of consuming nutritious products from milkfish and shrimp. 3. Optimize the strategic location in the city center for marketing the dimsum product. 4. Conduct collaborative research with campuses and related institutions to develop product variations.	**STRATEGIES (WO):** 1. Conduct research to find a formulation to improve the shelf life of the dimsum product. 2. Improve the efficiency of processes and production scale with research support. 3. Develop modern, attractive, and functional packaging to compete with similar products. 4. Enhance consumer acceptance of the taste, aroma, and texture through promotions and product preference tests.
THREAT (T): 1. Product price tends to be more expensive due to the use of premium ingredients.	**STRATEGIES (ST):** 1. Emphasize the product's added value in terms of its functional and eco-friendly aspects to compete	**STRATEGIES (WT):** 1. Increase production cost efficiency through technology and

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2. Competition with conventional dimsum products that are cheaper and more popular. 3. Strict food regulations regarding the safety of processed products from fishery waste. 4. Fluctuation in the availability of milkfish and shrimp raw materials due to seasonal or weather factors.	with similar products. 2. Establish partnerships with fishermen and suppliers to ensure the availability of raw materials. 3. Secure food safety regulatory permits to guarantee the safety of the dimsum product. 4. Create promotional price packages for purchases of a certain quantity.	supply chain management. 2. Educate consumers to provide an understanding of the value of functional and eco-friendly products, despite the higher price. 3. Develop a digital distribution network to reduce marketing and distribution costs.

4. Conclusion

Based on the research conducted, dimsum from milkfish and shrimp head waste has great potential to be developed as a flagship product to support the pioneering Agribusiness Teaching Factory (TEFA) of Jember State Polytechnic, Sidoarjo Campus 4. The business model canvas analysis highlights several key components for the development of the dimsum product, including customer segments, value propositions, and customer relationships. Furthermore, referring to the IE matrix calculation, an IFE score of 3.33 and an EFE score of 3.3 were obtained; this value indicates that the business potential lies in Cell I, which is Grow and Build. The applicable strategies are intensive strategies (market penetration, market development, product development) or integrative strategies (backward integration, forward integration, and horizontal integration). Several strategies that can be implemented include strengthening the branding of the dimsum product as a healthy and eco-friendly product, conducting research to find a formulation to improve the product's shelf life, emphasizing the product's added value in terms of its functional and eco-friendly aspects to compete with similar products, and increasing production cost efficiency through technology and supply chain management.

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