

THE INTERNAL AND EXTERNAL ENVIRONMENTS ANALYSIS OF PRODUCTION AND MARKETING OF THE SALTED KULAO FISH FROM TAK BAI IN NARATHIWAT

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ABSTRACT

The purposes of this study were to explore the production marketing situation and analyze the SWOT Analysis of production of the salted kulao fish manufactured at Tak Bai, Narathiwat province. The samples were three salted kulao fish producer. The data collection were used the questionnaires as in depth interview. The results were found that strength of salted kulao fish were famous, good quality and acceptable product from consumers. However, the products still in oligopoly market that had more negotiated power. Also, the producers could retained old consumers and expanded increased new consumers. The weakness in products was complicated process because it must have carefully steps. The selling strategy of the products was lowest because excessive demand. The opportunity of products was high requirement from consumers and still popular for souvenir. Threat of this product was low materials as fresh kulao fish because it seasonal fish.

Keywords: SWOT analysis, production, marketing, salted kulao fish, narathiwat province

INTRODUCTION

From the Eleventh National Economic and Social Development Plan (2012 – 2016) Strategy has strengthened the agricultural sector, food and energy security. Focus on the development of natural resources that are the base for strong and sustainable agricultural production. Efficiency increase and the potential for agricultural production, added value of agricultural products throughout the production chain, creating stability in career earnings farmers and creating stability in the household and community agriculture. Narathiwat province is an agency with a mission to study the aquaculture and management for manipulation of natural resources with hygienic standards and sufficient consumption.

The Tak Bai is a part of Narathiwat province located nearby with Kelantan, Malaysia that has much of sea fish as kulao fish. They are sea fish where live around surface of water and mud. Kulao fish are popularity for consuming especially kulao salted fish that had carefully process. The process make soft flavor perfectly that can call "King salted", they are the famous cuisine at Tak Bai district, Narathiwat province. The salt threadfin fish are much more expensive that around 1,200-1,500 baht a kilogram depends on size of fish. Even though, the salted fish are very an expensive than common salt fish but still high demand of the consumer.



Figure 1
Salted Kulao Fish



Figure 2
Packaging salted Kulao fish



Figure 3
Salted Kulao fish cooked and ready to eat

Salted Kulao fish is major economy product is an important of Tak Bai in Narathiwat province. It is a 5-star OTOP (one tambon (district) one product) products community and local Wisdom of the collective wisdom from generation to generation as a "wisdom salted" famous in enjoys a delicious salted superior general in other provinces for example Nakornsri thammarat Province, Pattani Province and Samutsongkhram Province. But why other areas un popular and not expensive was not as high as the Tak Bai district in Narathiwat. So, the researcher was analyzed the internal and external environments and marketing of the salted Kulao fish at Tak Bai, Narathiwat province, Thailand. For guideline to the Department of Fisheries Narathiwat and

Narathiwat Commercial Office and the other organization that related agriculture organization to develop the business about salted kulao fish to increase products and expand the market.

OBJECTIVE

1. To explore the production and marketing situation at three salted kulao fish manufacturer at Tak Bai, Narathiwat province, Thailand.
2. To production and marketing situation of three salted kulao fish manufacturer SWOT analysis at Tak Bai, Narathiwat province, Thailand.

LITERATURE REVIEW

The internal and external environments analysis concept (SWOT Analysis)

An analysis of the business environment refers to things affecting the business both positively and negatively. Can be classified into 2 categories:

1. Internal Environments Analysis: An assessment of the strengths and weaknesses, the business unit that can be controlled. Which include marketing, finance, production management, etc. Once you know your strengths and weaknesses. Business units should seek opportunities to develop their individual strengths the benefit most and find a weaknesses and contribute to the formulation of marketing strategies.
2. External Environment Analysis: Assessment opportunities and Threats, the business unit that cannot be controlled, such as demographic, economic, technological, political, legal, social, cultural consumers, competitors and the season, These factors will affect to the ability to make a profit, So businesses should be given information system. Concern to marketing trends and other important developments. To bring education and the opportunities and minimize the risks that may occur.

METHODOLOGY

This research studies the production and marketing situation of the salted Kulao fish at Tak Bai, Narathiwat province, Thailand. The samples were three salted Kulao fish manufacturer viz. Siriporn shop, Pa-eng shop and Yoongthorng shop. The data collection was in-depth interview by questionnaires to the shop owner.

RESULTS

Production situation and marketing of Salted Kulao Fish: Siriporn Shop

The purchase fresh Kulao from local fishermen which cruising by small fishing boats on the Gulf of Thailand. The fresh fish came from the Terangganu state, Malaysia to Narathiwat Province, Thailand because it delicious, fresh and good quality. The physical of fresh Kulao which is splendid very long body, rather plump with yellow. However, the common fish physical are long body, silver color, and fish meat is hard not similarly taste with kulao fish. The last 10 years ago, the price of fresh kulao was 280 baht changed to 300 baht, until now was 350 baht per kilogram. The price of fresh kulao for weight 200-300 grams that produced kulao salted fish was 850 baht a kilogram. For the fresh Kulao 400-500 grams was 1,200 baht a kilogram and larger than 5 kg was

that can sell of 1,400-1600 baht depends on the amount of fish and the season. When they got fresh kulao then wash and ferment by wrapping up fish heads then dry for 4-5 day depends on size of fish. The ingredient of fish was secret. Most of customers were government officer which had order in advance most of them buy for souvenirs. The shop was sent the fish by the post office to customers in various areas as Bangkok. The consumers were advertised word by word to the others for taste, fresh and good quality.

Table 1

The analysis of internal and external environment (SWOT Analysis): Siriporn Shop

Internal Factors (Strengths) Strengths : S	Internal Factors (Weakness) Weaknesses : W
1. Kulao considers as the famous product that has been recognized by the customer for a long time and as the original more than 30 years 2. With the control in the production process carefully, to obtain the quality product than its competitors 3. With the high bargaining power, can settle the price itself which derived by the cost of each time of producing 4. There is a group of regular customer who has been repeating the order and word of mouth both form government institutions and provincial customer	1. The process period is long due to the product is delicate, must be being well cared, to maintain for quality 2. Has no standard packaging 3. To purchase raw materials from local fishermen of single source without derive the income from other sources for replacing. It is because of concerns about quality that there is a risk 4. No customer database 5. No preparation of accounting standards in order to determine the certain revenue – expenses 6. Less strategy for the sales and distribution channels. Since do not specialize on the technology 7. Product has not been certified yet
External Factors (Opportunities) Opportunities : O	External Factors (Threats) Threats : T
1. The product has been recognized to the customer broadly and the famous product of Takbai District, Narathiwat Province 2. There is advertising to the customer rapidly by online social media	1. Rely on the seasonal ingredient from the sea 3. The process of Kulao salted fish by natural drying and wind exposure 3. It has no support from government sector

Production situation and marketing of Kulao Salted Fish: Pa-Eng Shop

The purchase of raw materials (fresh Kulao) mostly purchased from local fisherman regularly. Due to it is a local fish of Tak Bai, with purchase price per kilogram approximately 350 - 370 baht, which raw materials are plenty during the January to March and November. Lately at this time the materials will be purchased for about 400 - 500 kg. Whenever there is no fish and then no production as well. The recipe of producing this fish has existed since it is traditional and confidentiality. The shop owner is confident in the quality and delicious. It is because the product has certified by OTOP already, and presenting at booth exhibition with the government sector frequently. There is distribution shop, postal delivery service throughout country. Most are regular customers, general customers, and most of them bought it as a souvenir.

Table 2

The analysis of internal and external environment (SWOT Analysis: Pa-Eng Shop)

Internal Factors (Strengths) Strengths : S	Internal Factors (Weakness) Weaknesses : W
1. The product is a vacuum bag, be able to maintain the quality of fish, to prevent the spoilage of the product and also be able to extend the life of the product for a longer time. 2. The customer has been satisfied to the quality of product considerably 3. It has been certified the hygiene Food and Drug Administration (FDA.) 4. The product has been certified to be a standard product by OTOP	1. High price 2. Has no various of group of customer, most are the regular on 3. It cannot respond the requirement of the customer over the whole year
External Factors (Opportunities) Opportunities : O	External Factors (Threats) Threats : T
1. The Government supports the fly nets and provides the marketing principle 2. Kulao Salted fish is unique of Takbai District Narathiwat Province only 3. It has recognized to the customer widely	1. The process of production is very detailed, take too long time and must look after carefully 2. No material throughout the year, must rely on the natural source and no certainty of producing

Production situation and marketing of Kulao Salted Fish: Yoongthong Shop

Purchase of Kulao mostly 2 times a year due to regularly fisherman would sail to catch the fish 2 times per year. The purchase price of fresh Kulao is 350 baht a kilogram. Minimum price used to be sold approximately \$650. The most expensive one is approximately 1,500 – 2,000 Bath, respectively. In production, there will be circulating of the sun until the fish has dried. Each time of drying the fish, we must take the wrapping paper at the end of the fish's mouth first by every day. Pulling it out at the end of mouth by evening. It is because fish sauce inside the fish will flow out in the paper and the fly that will come later. We do not use chemicals in production, adopt this daily, about 1 week to produce 1 times. On the request of distribution has both domestic and abroad, the country has been delivered including Austria, Russia, and Malaysia.

Table 3

The analysis of internal and external environment (SWOT Analysis): Yoongthong Shop

Internal Factors (Strengths) Strengths : S	Internal Factors (Weakness) Weaknesses : W
1. Biggest seller in Takbai 2. as one of the quality product, warranty the product, if the customer receive the bad one the shop are welcome to send a new one 3. Taste smell and traditional recipe 4. The producing process is better to others together to taking care of the fish in order to avoid the rotting 5. The product has been certified to be a standard product by OTOP	1. It is not able to produce the product to meet the customer' requirement

6. Nice packaging 7. To distribute both domestic and abroad	
External Factors (Opportunities) Opportunities : O	External Factors (Threats) Threats : T
1.The Government sector to support continually both getting the advantage and no advantage 2. various of group of customer 3.Up to date of technology to advertise quickly	1. The process of production is tough 2. the limitation of raw materials only 2 times a year

DISCUSSION

Regarding to research result of salted fish Kulao, Takbai, Narathiwat is a household industry the product is on the few seller market and without integration is a community enterprise. Sellers can set their own price which consistent with the research of Bureau of Agricultural Economics Research (2009). Potential Production and Marketing of Nile Tilapia has found that lack of integration of fisher in cooperatives model and middlemen whose set their own prices also do not have other replacement raw materials. Due to the reliance on seasonal ingredients from the sea then shortage of raw materials the manufacturers be deficient revenue because of the uncertainty of raw material, the production process must be carefully groomed to maintain quality. Bureau of Agricultural Economics Research. (2011). Economic Manufacturer Giant Malaysian Prawn Market which found that Giant Malaysian Prawn to successful farmers need to be combined with the great expertise required. Salted Kulao fish products are highly price, the product is preferred by consumers so the seller incaptable production follow the consumer need. But the Salted Kulao fish has not kept for long time this is consistent with the research of the Bureau of Agricultural Economics Research. (2009). Manufacturer and Marketing of Scallop found that the characteristics of the scallop perishable.

LIMITATIONS AND RECOMMENDATIONS

The research findings indicate the followings that a household of the salted Kulao fish is operated by one man show on business. This product is on the market oligopoly and no other renewable raw materials due to the reliance on seasonal ingredients from the sea. The shortage of raw materials have an effect to revenue decreased because of the uncertainty of raw material and without the knowledge of production techniques to others because each will maintain its own formula a secret. The operator has also partnered with the community and customers and did not receive the support of public authorities clearly. Therefore, the relevant agencies, both public and private sector. The findings could lead to a set of guidelines for the development of business, salted threadfin fish upstream to downstream. Since the production process market expansion, both domestically and overseas to generate increased revenue for the community.

CONCLUSION

From the deep interview of three manufacturer were Siriporn Shop, Pa Eng Shop and Yoongthong Shop could concluded that the production and marketing situation, internal environment and external environment of Salted Kulao Fish at Takbai, Narathiwat province, Thailand as Table 4 TOWS Matrix.

Table 4

TOWS Matrix of Salted Kulao Fish in Takbai, Narathiwat

<p>Internal factors (IFAS)</p>	<p>Strengths S1 Salted Kulao Fish is most famous and only one in Narathiwat also acceptable from the customer for long time. S2 To control production and quality for competitive with rival S3 Manufacturer has power to bargain then can be price setting. S4 Package development for prevent product be rotten and to keep the product long time. S5 Has know how and specialist from old generation that produce the good taste, clean and high quality S6 The manufacturers can retain old customers and expand the new customers market.</p>	<p>Weakness W1 Produce by itself then take long time W2 Packaging is not standard and affect to keep for long time W3 Can not use others fish instead of fresh Kulao fish from Tak bak sea W4 Expensive W5 Can not sell all year W6 Few distributions</p>
<p>External factors (EFAS)</p> <p>Opportunities O1 Consumer know the Kulao salted fish as a popular service O2 Government encourage the product O3 Fast public relation the product because of high technology and social media O4 Only in Narathiwat, few rival</p>	<p>Strategy SO</p> <p>Strategic Product Development</p>	<p>Strategy WO</p> <p>- Marketing Strategy - Production Management</p>
<p>Threats T1 Rely on seasonal material from the sea T2 Produce by sunshine and natural wind T3 Can not produce following the customer demand T4 Other products are difficult to replacement</p>	<p>Strategy ST</p>	<p>Strategy WT</p> <p>Purchasing material Process</p>

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