

## **BUSINESS PLAN ANALYSIS OF HEALTHYLE**

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### **ABSTRACT**

Catfish is a popular and affordable fishery product enjoyed by many. Healthyle, which stands for Healthy Lele, was established in 2023 to sell instant frozen catfish products, including ready-to-fry catfish and catfish katsu. These products are made from catfish farmed according to Good Fish Farming Practices (CBIB) and are halal certified. The catfish farming operation began in 2021. This study aims to analyzing Healthyle's marketing and operational strategies. This research uses data collection techniques carried out is secondary data. The result of this study is Healthyle's business plan highlights the need for comprehensive analysis to refine marketing and operational strategies. Despite a broad market for catfish in Jabodetabek and West Java, Healthyle's marketing remains traditional and underutilized. The pricing is competitive, and the supply chain for raw materials is secure, suggesting that enhancing marketing efforts could significantly improve sales performance.

## **INTRODUCTION**

Catfish is one of the most common types of fishery products the community enjoys. This is because catfish have good taste and the price is relatively affordable, so catfish production in the country can reach a significant amount. According to data presented by the Ministry of Maritime Affairs and Fisheries (MMAF) (Porter, 1994), catfish production in Indonesia in 2021 reached 1.06 million tons with a value of Rp18.93 trillion. Based on the region, the most significant catfish production in West Java reached 245,408.8 tons with a value of Rp4.22 trillion. Its position is followed by Central Java and East Java, with catfish production of 164,608.29 tons and 137,196.1 tons, respectively (KKP, 2017).

The level of fish consumption in Indonesia is still far behind when compared to the high production potential. In the midst of abundant fishery resources, Indonesia is known as a country with extraordinary potential in fish production (Saparinto, 2014). The high production of fish in Indonesia should have a positive impact on public health and nutrition. But in reality, Indonesia is still struggling with serious problems related to stunting and child growth and development that are not optimal. Catfish are one of the fish with high nutrition that can overcome stunting at a low price.

Catfish are often considered "dirty fish", especially in urban areas. Catfish are attached to bad stereotypes, such as smelly

and dirty, to the assumption that catfish's daily food is human waste. Even circulating information is that a bite of catfish meat contains three thousand cancer cells. The claim of catfish as "dirty fish" is not valid. In fact, catfish is a fish that is low in cholesterol and contains nutrients that are good for the body. One of the nutrients contained in catfish is omega three and omega six fatty acids, which are very abundant and can help reduce the risk of several types of cancer and stunting.

Catfish circulating in the market do not come from the wild, but catfish that are cultivated in ponds should be controlled so that they are free from pollution. The feed given can also be chosen and does not have to rely on waste (Pratama et al., 2022). One of the aquaculture that meets Good Fish Farming Methods (CBIB) is the innovation of "Super Six Intensive – Urban Aquaculture", which is an intensive aquaculture business system on narrow urban land (Ismail, 2007). Fish farming that uses this system has six advantages, namely water-intensive, time-consuming, cultivator, fish, feed, and vegetables (Ismanto, 2015). The fish produced with this farming system are healthy fish according to CBIB standards because the aquaculture pond water is filtered properly so that the existing Ammonia content can be controlled. As well as the use of drugs and probiotics used accurately according to the dose and dose so as to produce healthy and suitable cultivation products for consumption (Yuliana et al., 2022).

Healthyle is a frozen food product processed by catfish in the form of ready-to-fry catfish, catfish nuggets, catfish katsu, and catfish brains. The catfish used for Healthyle products is catfish that is the result of the innovation of "Super Six Intensive – Urban Aquaculture," which is an intensive aquaculture business system in urban narrow land with Good Fish Farming Methods (CBIB) certification. Cultivation with CBIB certification is carried out to eliminate the stigma that catfish are dirty fish.

Frozen Food Healthyle products help consumers to eat clean catfish practically and, of course, also guarantee cleanliness because fish farming is carried out with CBIB

standards. One of the nutrients contained in catfish is omega three and omega six fatty acids, which can help reduce the risk of several types of cancer and reduce stunting in Indonesia, which reaches 21.6%.

With this innovation, it opens up business opportunities, one of which is applied to catfish farming (Alawode & Ajagbe, 2020). The clean catfish cultivation business has been carried out by the company "UMK Pintu Air" located in Bogor. The marketing carried out by UMK Pintu Air includes marketing to Parung Market, the Cooperative of the Bogor City Industry and Trade Office, catfish pecel traders around Bogor City, and the last is the product I made, namely "Frozen Food Healthyle." Frozen Food Healthyle makes it easy for consumers to eat clean catfish instantly. Products available are ready-to-fry catfish, ready-to-fry tilapia, and catfish katsu.

Previous research written by Aasa, O.S.; Usman, M.B.; Balogun, O.S. and Yahaya, U.F with the title "Economic Analysis of Catfish Production and Marketing in Kaduna Metropolis, Kaduna State Nigeria" explains that the sales process also depends on haggling and haggling. However, on the manufacturer's side, they generally use scale. Additionally, a lack of marketing information is visible on the part of both groups, but this is more of an obstacle for marketers especially those who are new to the business. . High marketing costs are only visible on the marketer's side (O.S et al., 2020). The difference between this research and the research I conducted lies in the research objectives. This research aims to investigate the performance of catfish production and marketing in Kaduna metropolis while the research I wrote aims to analyze Healthyle's marketing and operational strategies.

Another research written by Ogunode, E. A., & Sanny, L. O. (2018). "Business Plan Development for Catfish Farming in Nigeria." *Journal of Aquaculture Research and Development*, 9(2), 456-462, explains that key operational strategies include effective feed management, breeding practices, and maintaining water quality to optimize production (Ogunbode, E. A., & Sanni, 2018). This research uses research objects from catfish farming in Nigeria, while

the research I wrote uses research objects from Healthyle.

This study aims to analyzing Healthyle's marketing and operational strategies. Moreover, the study seeks to investigate the proposed marketing strategies to determine their effectiveness in reaching the target audience, as well as assess the operational feasibility to ensure that Healthyle's business model is practical and scalable. Through these objectives, the research will provide a comprehensive analysis of Healthyle's business plan, offering valuable insights for potential investors and stakeholders.

## METHOD

This study use quantitative metode. In this study, the author takes the object of research on products, product marketing, business strategies, and financial plans. The scope of this study is only on variables related to Healthyle business design that affect business operations. Data collection techniques carried out is secondary data. Secondary data is a historical data structure about variables that have been collected and previously collected by other parties. Secondary data sources can be obtained from internal sources, various internet websites, public libraries, and educational institutions, buying from companies that specialize in presenting secondary data, and others (Johnston, 2014).

## RESULT AND DISCUSSION

Marketing strategy is an effort to market a product, be it goods or services, using certain patterns of plans and tactics so that the number of sales becomes higher. Marketing strategy according to (Kotler and Armstrong, 2012: 72) is a marketing logic where companies hope to create value for customers and can achieve profitable relationships with customers.

### BUSINESS PROFILE

No.	Description	Information
1	Business Name	Healthyle
2	Owner's Name	Siti Aulia Ramadhani

#	Logo		
3	Home Address	Jalan Soka B1/20 Pamulang Timur, Tangerang Selatan	
4	Business Address	Kp. Jampang Pintu Air Rt. 002/003 Desa Jampang Kecamatan Kemang Kabupaten Bogor, Jawa Barat	
5	Phone Number	087879586383	
6	Email/website	Healthy_le@gmail.com	
7	Business Fields	Culinary	
8	Business History	Since August 2023 - Present	
9	Status of Business Place	Parent's property	
10	Certification	Cara Budidaya Ikan Yang Baik (CBIB) & Halal.	
11	Human Resources (labor)	Number of People	Salary(Rp)/month
	Existing : a. Employee b. Manager	4	Rp1.500.000
	Future : a. Employee b. Manager	8	Rp1.500.000

## PRODUCT

According to Philip Kotler, a product is something that can be offered to the market to be noticed, owned, worn or consumed so as to satisfy a desire or need. Healthyle has four products. The first product is original catfish which has a price Rp 31.000/kg. Original catfish is fresh fish that has been cleaned without seasoning. In this product, fish blood is still left on the cut because consumers prefer fish that still have blood because it looks fresh.

The second product is Tilapia that has a price Rp 36.000/kg. Original tilapia is fresh fish that has been cleaned without seasoning. And then, there is ready-to-fry catfish product that

has a price Rp 21.500/ pack. Ready-to-fry catfish is fish that has been cleaned and then seasoned with homemade seasonings. One pack weighs 500gr which amounts to 5-6 fish. The last product is catfish katsu that has price Rp 21.500/ pack. Catfish katsu is fish that has been cleaned and then fillet and given seasoning and katsu flour. One pack weighs 400gr.

### MARKET ANALYSIS

Market analysis is the process of collecting and analyzing data to understand customer needs and preferences, as well as trends and market conditions that affect the demand and supply of a product or service. Conducting market opportunity analysis is very important because market analysis is usually done to help businesses take strategic decisions, such as designing products that suit customer needs, determining the right price, and determining the most promising markets for business expansion.

#### a. Competitive Profile Matrix (CPM) Analysis

According to David (2017: 236), The Competitive Profile Matrix (CPM) is a key strategic management tool used to compare companies within an industry. It helps identify the strengths and weaknesses of a business relative to its major competitors. The following analysis presents the CPM for Healthyle products :

No.	Critical Success Factor	Weight	Healthyle		Ikan Segar Berkah Abadi		Kay's Mart Id		Sayur Kita		Mas Rido	
			Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
1	Taste	0,25	4	1	3	0,75	4	1	4	1	3	0,75
2	Service	0,16	3	0,48	4	0,64	4	0,64	4	0,64	2	0,32
3	Competitive Price	0,23	4	0,92	4	0,92	3	0,69	3	0,69	4	0,92
4	Promotion	0,125	3	0,375	3	0,375	3	0,375	3	0,375	3	0,375
5	Location	0,1	3	0,3	4	0,4	4	0,4	4	0,4	4	0,4
6	Product Variants	0,135	4	0,54	3	0,405	4	0,54	3	0,405	3	0,405
Total		1	3,615		3,49		3,645		3,51		3,17	

The Competitive Profile Matrix (CPM) consists of five key components:

1. **Critical Success Factor:** These are essential elements that a company

must excel in to achieve success in its industry.

2. **Weight:** This represents the importance of each critical success factor, assigned a percentage from 0.0 to 1.0, with a total weight of 1.0 or 100%.
3. **Rating:** This assesses a company's performance on various factors using a scale of 1 to 4, where 1 indicates a weakness and 4 signifies a strength.
4. **Score:** This is calculated by multiplying the weight and rating, providing a final value that serves as an indicator of the company's performance relative to competitors. A higher score reflects better performance.

#### b. Competitor Analysis

According to Philip Kotler (2016: 81), competitors are companies that pursue the same goals and consider the same company or business unit as the main rival. Competitor analysis is a process of evaluation and in-depth understanding of competitors' strengths and weaknesses in a particular industry or market.

The aim is to identify opportunities and threats that may be faced by the

business, as well as to inform marketing and operational strategies.

The indicators set for competitor analysis are shops that sell frozen catfish and also ready-to-fry catfish with organic or premium catfish ingredients. These

competitors are Ikan Segar Berkah Abadi, Kay's Mart Id, Sayur Kita, dan Mas Rido. Here is a table of competitors' observations from Healthyle products :

1. **Ikan Segar Berkah Abadi**  
Offers a price range of IDR 15,000 to 56,000, located in Kuningan, South Jakarta. Advantages include competitive prices, good service, and a strategic location, while disadvantages are less varied products and less attractive packaging.
2. **Kay's Mart Id**  
Has a price range of IDR 30,000 to 35,000 and is situated in Jatibening Baru, Bekasi, West Java. Its advantages are product variety, good service, and attractive packaging, but it is hindered by high prices.
3. **Sayur Kita**  
Offers products priced between IDR 26,000 and 32,000, located in Mangga Dua Sel, Central Jakarta. It features product variety, attractive packaging, and a strategic location, though it requires pre-orders for some products.
4. **Mas Rido**  
Has a price range of IDR 23,000 to 40,000, based in Pluit, North Jakarta. Its advantages include competitive prices and a strategic location, while its drawbacks are inconsistent product quality and long delivery times

#### MARKETING MIX 4PS

4Ps marketing mix is the main component in marketing planning. Through the 4Ps marketing mix, companies can find out what kind of products consumers really want and learn what competitors have done. These components are classified into 4Ps, namely Product, Price, Place and Promotion. Here are the 4Ps of Healthyle marketing mix:

The product offerings provided by Healthyle include various varieties of catfish, such as sangkuriang catfish, dumbo catfish, or local catfish, taking into account variations in consumer tastes. Ensuring

superior quality is a priority through clean cultivation processes and the implementation of food safety standards. Meanwhile, the use of innovative and environmentally friendly packaging not only maintains product freshness but also supports the principle of sustainability (Fuchs, 2019).

Healthyle's pricing strategy is designed to compete with market offerings, considering product value and competitor prices. Volume discounts are given for bulk purchases, encouraging partnerships with wholesale customers or culinary business owners. Seasonal discounts or special offers on specific events are also part of an attractive pricing strategy (Hussein, 2018).

Healthyle's marketing plan is strengthened through social media platforms, used to educate consumers about the health benefits of catfish and attract their attention. Attendance at exhibitions and product demonstrations in the market is an important step to increase consumer awareness . Loyalty program offers, in the form of points and special discounts for loyal customers, add attractiveness to the promotional strategy.

In terms of distribution, Healthyle services online ordering is provided through e-commerce platforms to make it easier for consumers to get catfish. Close cooperation with local fish shops is implemented to reach consumers who prefer to shop directly. Being a catfish supplier to restaurants and culinary businesses is also part of an effective distribution strategy.

#### MARKETING MIX 4CS

4C is a marketing tactic that focuses on meeting consumer needs. This 4C acronym consists of customer, cost, convenient channel, and communication. 4C focuses more not only on how to sell a product or service or seller-oriented, but 4C also thinks about communication with the target audience from the beginning of contact with the brand or business to the end. The 4Cs offer a consumer-based perspective in the marketing strategy to be used. Here are the 4C analysts on Healthyle products:

Customers need fresh, cleaned, and practical fish. Therefore we sell catfish that



are fresh, cleaned, and have been processed into fried ready-to-fry catfish seasoned and catfish katsu. Customers also need catfish that are guaranteed cleanliness and origin. The catfish that we sell are guaranteed cleanliness and safety of their cultivation because they have been CBIB certified.

The selling price of our products is 21,500/pack for ready-to-fry catfish and katsu catfish, 31,000/kg original catfish, and 36,000/kg original tilapia. A sender fee will be charged using the online ojek application. Purchases can be through the seller directly or call the seller's number.

Healthyle's sales at this time are only through word of mouth there is no other marketing strategy. Purchasing this product can be directly purchased to the seller and we also distribute the product to Parung Market and catfish pecel stalls around Bogor. Healthyle sales in the future will use the existing marketplace to make it easier for customers to get products.

Currently we to interact with customers we only sell at bazaars and provide product education directly to customers. We will use social media channels to interact with customers and want to make customers loyal to our business.

### SOCIAL MEDIA MARKETING

Social media marketing is a marketing strategy that uses social media platforms to promote products, services, or brands to a target audience. Choosing the right social media platform, each social media platform has its own uniqueness and different user demographics. Platforms that match the characteristics of Healthyle's target market are Facebook, Instagram, and Tiktok to communicate with the audience, promote

No.	Indicator	Existing	Future
1	Instagram	-	1) Post feed 1x/3 days 2) Post story 1x/day 3) Instagram paid promotion for two weeks
2	TikTok	-	1) Post video 1x/week 2) Live Tiktok 3) Tiktok paid promotion for two weeks
3	Facebook	-	1) Business page 2) Post content 1x/day 3) Facebook paid promotion for two weeks
4	Collaborations and Influencers	-	Collaborate with influencers relevant to the business industry. Such as endorsements and creating educational content about products with influencers in relevant fields.

Table 1. Social Media Marketing

Source: Researcher (2023)

products, and build a brand. Here is a table of Healthyle marketing strategies using social media.

### PRICING STRATEGY

The following is the pricing strategy for Healthyle products:

Table 2. Lele Original Pricing Strategy

Lele Original			
No	Type	Price	Margin
1	Factory	Rp 18.000,-	0
2	Distributor	Rp 22.000,-	22%
3	Retail	Rp 27.000,-	23%
4	Customer	Rp 31.000,-	15%

Source: Researcher (2023)

Table 3. Nila Original Pricing Strategy

Nila Original			
No	Type	Price	Margin
1	Factory	Rp 23.000,-	0

2	Distributor	Rp 27.000,-	22%
3	Retail	Rp 23.000,-	18%
4	Customer	Rp 36.000,-	13%

Source: Researcher (2023)

**Table 4. Lele Siap Goreng Pricing Strategy**

<b>Lele Siap Goreng</b>			
No	Type	Price	Margin
1	Factory	Rp 19.500,-	0
2	Distributor	Rp 22.500,-	15%
3	Retail	Rp 25.500,-	11%
4	Customer	Rp 28.500,-	12%

Source: Researcher (2023)

**Table 5. Lele Katsu Pricing Strategy**

<b>Lele Katsu</b>			
No	Type	Price	Margin
1	Factory	Rp 17.500,-	0
2	Distributor	Rp 20.500,-	17%
3	Retail	Rp 23.000,-	12%
4	Customer	Rp 26.000,-	13%

Source: Researcher (2023)

## OPERATIONAL PLANS AND STRATEGIES

Krawjesky and Ritzman (2002) define operating strategy as the dimensions that a firm's production system must have to support market demand for that firm while Flahtery (1996) defines operating strategy as a plan board of companies or business units to develop, introduce, and produce products to satisfy customer needs better than competitors. Both definitions contain a customer-oriented and competing weapons. According to Schroeder (1989), defining an operations strategy is a vision of the operations function that establishes the overall direction or driving force for decision-making. This vision must be integrated with business strategy and reflected in formal planning but is often not carried out. Operating strategy should result in a consistent pattern of operating decision-making and generate a competitive advantage for the company. Healthyle's business operation strategy are Catfish

farming, Healthyle production, Business Flow, Supply Chain.

Catfish farming for Healthyle products uses the innovation of "Super Six Intensive – Urban Aquaculture", which is an intensive aquaculture business system on narrow urban land. Fish farming using this system has six advantages: water-intensive, time-consuming, cultivator, fish, feed, and vegetables. The fish produced with this farming system are healthy, according to CBIB standards. The aquaculture pond water is filtered properly to control the existing Ammonia content. As well as the use of drugs and probiotics used accurately according to the dose and dose to produce healthy and suitable cultivation products for consumption. Here is the process of fish farming.

Figure 1 is preparation stage, materials for fish pond installation such as tarpaulins, pond frames, and wood are prepared. Here is the documentation of the preparation stage:



Source: Researcher (2023)

Figure 1: Preparation

Figure 2 is in resistant pond installation, build a fish pond with the materials that have been prepared. The frame of the pool and tarpaulin are installed. Here is the pond installation documentation:

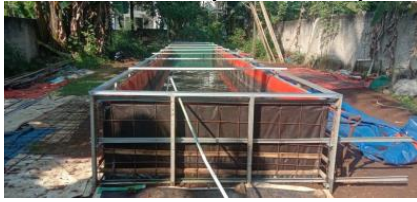


Source: Researcher (2023)

Figure 2: Pond Installation

Figure 3 is production process, catfish fry are inserted with seed sizes of 9/10 cm and 12/13 cm. For the dimensions of our pond with a size (2.20 m x 19 m x water height 0.7 m) the water needed for 5 times the production process is 29.26 m<sup>3</sup>water. Fish are given feed and vitamins

until harvest time. Here is the documentation of the production process:



Source: Researcher (2023)  
Figure 3: Production Process

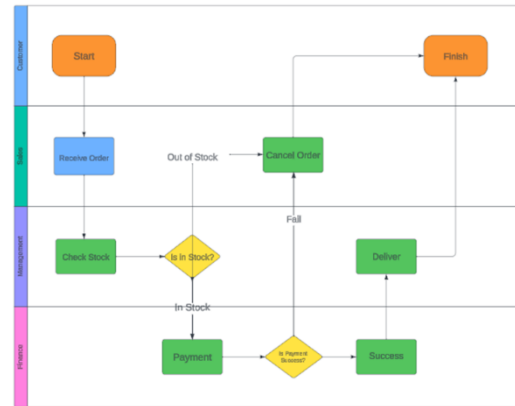
After Three months, the fish can already harvest. For ponds with a size of 2x2 m, only  $\pm 10$  minutes harvest time is needed. By breeding 3000 fish measuring 9/10cm and 1000 fish measuring 12/13 cm, it produces 510kg of catfish. The harvesting process is fast, only lift the hapa net that has been installed and the fish to be harvested just collect. Here is the documentation of the fish harvest:



Source: Researcher (2023)  
Figure 4: Harvest

Figure 4 is Healthyle production is located with fish farms. Production is carried out by labor where residents are around. Here is the production process of Healthyle: Decent sorting of fish: The harvested fish are selected again that are suitable for production, which are still fresh and healthy in accordance with production standards. This process usually takes 1-2 hours; Fish cleaning: Fish that have been sorted and then cleaned, for original fish are given the contents and but still left blood. For ready-to-fry catfish products, the fish is completely cleaned along with the blood, and for catfish katsu, the fish is completely cleaned and cut into fillets. This process usually takes 3-5 hours; Fish seasoning: After the fish is brewed, for fried ready-to-fry catfish products are given fried seasonings that have been made, and for katsu catfish are seasoned and then fluted with flour. This process usually takes 1-3 hours; Fish packagingAs shown in Figure 13. Fish Packaging packaging process uses a wrap

tool with existing wrap. This process usually takes 1-2 hours



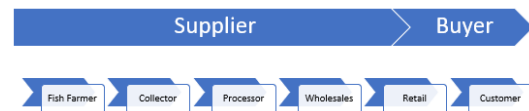
### BUSINESS FLOW

Source: Researcher (2023)

Figure 5: Business Flow

Based on the flowchart above, which is the process of running the sale of Healthyle products in which the order is The customer orders the product to the seller, The seller receives the order and then asks the management for product availability, Management checks the availability of the product, if the product is available followed by payment transactions, if the product is not available then the order is canceled, After a successful transaction, the product will be sent to the customer

### SUPPLY CHAIN



Source: Researcher (2023)

Figure 6: Supply Chain

Fish Farmer: Most catfish farmers sell catfish to collectors in addition to selling directly to consumers. At the cultivation location, farmers sort catfish for harvesting (Chopra, S. dan Meindl, 2015). All catfish that are physically ready to harvest are immediately purchased by collecting traders; Collector: The sales system used by Collecting Traders is to buy directly from catfish farmers (Christopher, 2011). Apart from being sold to collectors, Healthyle products are also sent to processors to process the product; Processor: Fish from collectors are sent directly to processors to be processed into Healthyle products, namely ready-to-fry catfish and catfish katsu; Wholesales: After the products are



processed, all Healthyle products including original catfish, original tilapia, ready-to-fry catfish, and katsu catfish are sent to wholesalers to be sold to retail; Retail: Products are sent to retail outlets such as markets or fish shops to be sold; Customer: Products can be sold to customers directly from farmers, or through retailers.

## FINANCIAL PLAN

Table 6. Profit Calculation

Source: Researcher (2023)

Table 7. Production Cost

		Jumlah	
Produk	Bahan Baku	Produksi	Total
Lele Original	4,000/kg	2,466 kg	9,864,000
Nila Original	5,000/kg	210 kg	1,050,000
Lele Siap Goreng	19,500/pax	244 pax	4,758,000
Lele Katsu	17,269/pax	113 pax	1,951,397
			17,623,397

Source: Researcher (2023)

Table 8. Net Profit

		Jumlah	Pendapatan	Total	
Produk	Produksi	Penjualan	Biaya	Total Laba	
Lele Original	2466 kg	76,446,000	9,864,000	66,582,000	
Nila Original	210 kg	7,560,000	1,050,000	6,510,000	
Lele Siap Goreng	244 pax	5,246,000	4,758,000	488,000	
Lele Katsu	113 pax	5,246,000	1,951,397	3,294,603	
				76,874,603	

Source: Researcher (2023)

Healthyle	
Laporan Laba Rugi	
Per Desember 2023	
Pendapatan Usaha	
Pendapatan Penjualan	Rp91.681.500
Total Pendapatan Usaha	Rp91.681.500
Beban Usaha	
Beban Bahan Baku	Rp17.623.397
Beban Tenaga Kerja Langsung	Rp7.000.000
Beban Marketing	Rp1.000.000
Total beban	Rp25.623.397
Lab a	Rp66.058.103

## INCOME STATEMENT PER DESEMBER GPM (GROSS PROFIT MARGIN)

According to Griffin (2015), the gross margin ratio or Gross Profit Margin is a financial ratio that shows the percentage of revenue or sales remaining after deducting the cost of goods sold (invesnesia.com). The higher the GPM (Gross Profit Margin) figure for a company means the better the company is at controlling and reducing the cost of

		Jumlah	
Produk	Harga Jual	Produksi	Total
Lele Original	31,000/kg	2,466 kg	76,446,000
Nila Original	36,000/kg	210 kg	7,560,000
Lele Siap Goreng	21,500/pax	244 kg	5,246,000
Lele Katsu	21,500/pax	113 kg	2,429,500
			91,681,500

products.

### Rumus GPM

$$\text{GPM} = (\text{Gross Profit}/\text{Sales}) \times 100\%$$

The following is the GPM (Gross Profit Margin) calculation on Healthyle:

$$\text{GPM} = (76.874.603/94.498.000) \times 100\% = 81,3\%$$

The higher the company's figure in the GPM (Gross Profit Margin) calculation compared to the average competitor, the better the company's performance has in determining and controlling the cost of products or the cost of production.

## NPM (NET PROFIT MARGIN)

According to Sherman (2015) the net profit ratio or Net Profit Margin is a financial ratio that shows the amount of net profit that a company is able to obtain for every rupiah of sales (invesnesia.com). The higher the company's NPM (Net Profit Margin) number, the better the company is at maximizing net profit

### Rumus NPM

$$\text{NPM} = (\text{Net Income}/\text{Sales}) \times 100\%$$

The following is the NPM (Net Profit Margin) calculation on Healthyle:

$$\text{NPM} = (59.251.206/94.948.000) \times 100\% = 62,4\%$$

The higher the company's figure in net profit or NPM (Net Profit Margin) than the average competitor, the better performance the company has in maximizing net profit.

## CASH

### Rumus Cash

Cash/Monthly OPEX = Total  
Cash/Estimasi Biaya Operasi Bulanan  
The following is the cash calculation on  
Healthyle:

$$\text{Cash} = 30.000.000/8.000.000$$

## ROA (RETURN ON ASSETS)

ROA (Return On Assets) is a return on assets that gives investors an idea of how well management is using assets to generate profits.

### Rumus ROA

$$\begin{aligned}\text{ROA} &= (\text{Net Income}/\text{Total Assets}) \times 100\% \\ \text{ROA} &= (76,874,603/66,058,103) \times 100\% = \\ &116,3\%\end{aligned}$$

The higher the company's ROA (Return On Assets) number than the average competitor, the better the management is at using assets to generate profits.

## ROE (RETURN ON EQUITY)

ROE (Return On Equity) is a calculation method that aims to help investors choose which company can provide more profits for investors.

### Rumus ROE

$$\begin{aligned}\text{ROE} &= (\text{Net Income}/\text{Shareholder Equity}) \times 100\% \\ \text{ROE} &= (91,681,500/50.000.000) \times 100\% = \\ &183,3\%\end{aligned}$$

## CONCLUSION

Healthyle is a business that sells fresh fish and processed fish, namely ready-to-fry catfish and catfish katsu. Healthy's frozen food product business has only been running since August 2023 and is still selling in the traditional way. The conclusion of Healthyle's business plan is that analyzing the business is very important to determine the strategy of running the business as well as marketing or operating strategies. The market for catfish sales in Jabodetabek and West Java is very wide, but the marketing strategy used has not been maximized, and product sales are still traditional. The price applied is competitive with other product brands. The supply chain of main raw materials and auxiliary materials is not difficult to obtain, so the supply chain of the Healthyle business is quite safe.

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