Strategic Analysis of a Fish Manufacturing Company in Egypt

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ABSTRACT

This study involved a strategic analysis of a fish manufacturing company in Egypt during 2021-2022, utilizing SWOT analysis, environmental factor interactions, decision-making frameworks, and quantitative analysis matrices. Data were collected using a questionnaire and information from the Egyptian Statistical Authority. The results indicated that the internal environmental factors included 22 elements, comprising 20 strengths and 2 weaknesses. In contrast, the external factors included 19 elements: 13 opportunities and 6 threats. The weights of the strengths and opportunities were higher than those of the weaknesses and threats. Employees were identified as significant weaknesses and threats. Additionally, the growth and expansion strategy ranked highest, with an overall attractiveness average of 3.17, followed by the improvement and development strategy at 3.03. The contraction strategy ranked third, with an average of 1.51. This study recommends that processed fishery products, particularly for export, play an important role in enhancing Egypt's trade balance.

INTRODUCTION

Fish is an important source of food that helps maintain human health and safety, as it contains unsaturated fatty acids, particularly omega-3, which protect against cardiovascular and other diseases. Additionally, the fish processing sector plays a crucial role in increasing added value and enhancing local products, contributing to economic welfare and food security. For example, the economic estimation of salted sandsmelt fish (*Atherina boyeri*) is a straightforward technique that can create new job opportunities (such as small projects) for many people and help reduce the fish protein gap **(Ibrahim *et al.*, 2019)**. In another study, the economic evaluation of chitosan obtained from shrimp shells revealed that the common method was the most economically viable. It was estimated that utilizing the shells could generate about 45.7 thousand pounds per ton,

reduce the need for imported chitosan, and ultimately improve Egypt's trade balance **(Ibrahim *et al.,* 2019)**.

Regarding the application of SWOT analysis, it plays a crucial role across various fields by highlighting the positive and negative aspects of internal and external factors. Moreover, it is a valuable tool for development. Innovative strategies are continually developed to meet customer needs **(Gürel & Tat, 2017; Bangsa & Ism, 2018)**. The SWOT matrix consists of SO strategies that leverage opportunities, ST strategies that avoid threats, WO strategies that introduce new opportunities by addressing weaknesses, and WT strategies that minimize weaknesses to avoid threats **(Benzaghta *et al.*, 2021)**.

Quantified SWOT analysis has been used in the aquaculture sector as a fundamental tool for developing policies and roadmaps, as well as for waste reduction to achieve reliable productivity and profitability **(Babatunde *et al.,* 2021; Siddiqui, 2021)**. Moreover, in the seafood sector, SWOT analysis has identified the most significant strengths, weaknesses, opportunities, and threats based on Rain Coast data (Southeast Alaska, 2021-2025). Recently, SWOT analysis has shown that the fish processing sector is a vital tool for enhancing the fish value chain, supporting investment, product diversity, exports, and human resources **(Abozaid, 2022)**.

Therefore, this study was designed to conduct a strategic analysis of a fish manufacturing company in Egypt during 2021-2022, utilizing SWOT analysis, environmental factor interactions, decision-making frameworks, and quantitative analysis matrices. Data were collected using questionnaires and were approved by the Egyptian Statistical Authority.

MATERIALS AND METHODS

Study company

It is a privately owned Egyptian company that aims to be a joint stock company. The capital invested in the company is estimated at approximately 190 million Egyptian pounds. The company operates 6 manufacturing lines for drying, salting, smoking, and analysis, featuring high technological levels and flexibility. Additionally, it employs 23 staff members.

Data sources

This study was based on primary data collected by the questionnaire sheet which was directed to the company administration and specialist's opinions, as well as the data issued by the competent authorities, the Economic Affairs Sector and the General Authority for Industrial Development of the Ministry of Agriculture, Egypt. The strategic analysis tools (Fig. 1), SWOT matrix, the decision-making matrix, and the quantitative strategic analysis matrix were applied according to the procedures described by **Setiarini and Soegoto (2019)** as follows:
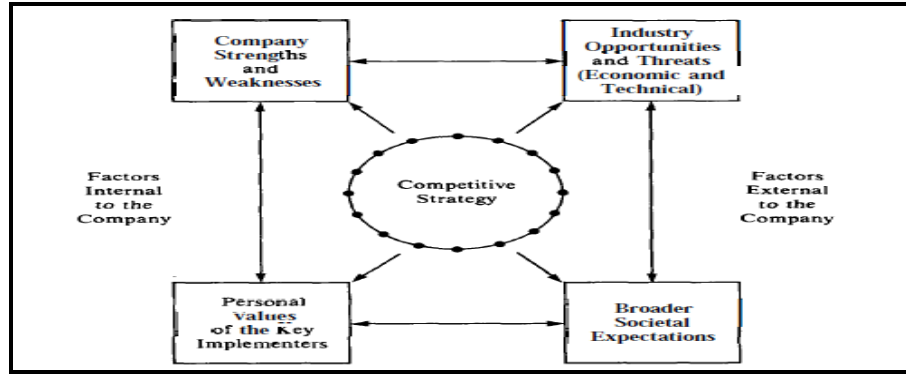
Fig. 1. Competitive strategy (**Porter, 1998**)

The SWOT analysis matrix (**Porter, 1998**) was applied using a relative weight between zero and one, where zero represents the least important factor or items (**Khalil, 1995**) and one represents the most important factor, taking into account that the sum of the weights of the coefficients, one must be correct, and the ranking is taken into account according to the degree of importance (5 is very important; 4 is important; 3 is of average importance; 2 is below average; and 1 is weak).

The estimated weight of each factor was calculated according to the equation of **Faisal and Shelaby (2021)** as follows:

Relative weight = 0:1, weighted weight = relative weight of each factor * its rank

Total score = sum of weights estimated according to relative weight

The interaction and decision-making matrix was used to clarify the degree of interaction between internal and external environmental factors (**Haider, 2005**). The strategies identified include:

- **Strengths and Opportunities (SO)**: Maximize strengths and exploit available opportunities.
- **Weaknesses and Opportunities (WO)**: Establish strategies to leverage opportunities by overcoming weaknesses.
- **Strengths and Threats (ST)**: Utilize the facility's strengths to confront external threats.

The weakness and threat (WT) factors were used to match the facility's internal weaknesses with external threats and to address the facility's weaknesses to avoid external threat (**El Oraiqe, 2011**). The interaction matrix between internal and external factors was also evaluated according to the relative weights (zero- one), not more than the correct one (**Sayed, 2023**). A quantitative strategic analysis matrix was used to evaluate the degree of attractiveness of expansion and contraction strategies, based on the findings from the previous two matrices (**Haider, 2005**).

RESULTS AND DISCUSSION

Table (1) shows the most important factors of strength and weakness to evaluate the performance of this company. The performance factor ranked highest, with a weighted score of 0.4. The second rank with 0.3 degree was observed of minimized costs of processed tuna, sardines and tilapia products.

Table 1. The most important factors of internal environment

		Strength			
No.	**Factors**	**Estimated weight**	**No.**	**Factors**	**Estimated weight**
1	Experience and performance	0.4	**11**	Packaging	0.16
2	Patent	0.4	**12**	Flexibility and modernity of machines and equipment	0.15
3	Diversity of products and export	0.4	**13**	Purchasing power to import high- quality manufacturing supplies	0.15
4	Power of advertising and use of experts	0.35	**14**	Leadership in fish products manufacturing	0.14
5	Transfer of knowledge and technology	0.35	**15**	Social care and insurance for workers	0.1
6	Ability to reduce equipment cost	0.3	**16**	Workers training	0.1
7	Trade mark	0.25	**17**	Control and periodic follow-up of performance	0.1
8	Taking into account the nutritional needs of individuals	0.24	**18**	Providing the necessary supplies and appropriate stores	0.045
9	Efficiency of capital investment	0.21	**19**	Maintenance periodic	0.035
10	Accuracy and achievement	0.2	**20**	Eligible to be a joint stock company	0.01
		Weakness			
1	Limit to choosing nearby workers	0.04	2	Weak belonging	0.35

Source: Questionnaire, 2021- 2022

The thirteenth-ranked factor, with a score of 0.045, was the sufficiency of imported quantities and appropriate storage. The last-ranked factor, with a score of 0.035, was the maintenance of equipment and machines.

Regarding weakness factors, temporary labor near the company ranked highest, with a score of 0.35, representing the most significant weakness affecting performance. Dependence on this factor ranked second, with a score of 0.04.

In terms of total relative and weighted scores for strengths and weaknesses, the total relative weight for strengths was 0.91, while weaknesses accounted for 0.09. The total weights for strengths and weaknesses were 0.85 and 0.15, respectively. This

indicates that strengths and opportunities outweigh weaknesses and threats. Therefore, utilizing strategies that leverage opportunities to enhance strengths is feasible.

First: Evaluation of external factors

Table (2) displays the most important factors of opportunities and threats related to the external environment. The company's contribution to various technical committees ranked first, with a score of 0.5. This involvement has increased confidence in product quality, reduced advertising costs, and opened new sales outlets.

The company also enjoys a competitive advantage, ranking second with a score of 0.3 compared to other companies that lack export licenses for the European Union. This advantage stems from the expansion into new and diverse markets, both local and international.

Additionally, holding seminars and training sessions for students ranked tenth, with a score of 0.04, which has helped attract qualified workers and promote the company. The lowest-ranked opportunity, with a score of 0.2, relates to available loans at 5% interest and a six-month payment pause during the COVID-19 period, facilitating expansion.

On the threats side, the search for other distributors ranked first, with a score of 0.4, making it the most significant threat affecting the company's performance. Local price competition and product quality ranked second, with a score of 0.2, despite the poor quality that may not meet health and safety standards. Moreover, the closure of some Arab markets negatively impacted company sales. High costs and extended lead times ranked fifth, with a score of 0.03, while the last-ranked factor, with a score of 0.02, involved the withdrawal of samples during processing stages, which affected the frequency of operational stoppages.

Regarding the total relative and weighted scores of opportunity and threat factors, the results in Table (2) show that the total relative weight of opportunities was 0.76, while threats accounted for 0.24. The total weights for opportunities and threats were 2.78 and 1.15, respectively. This indicates that external opportunities are available to counter these threats. However, since the weighted score of opportunities was below the average, the strengths of the company should be leveraged.

Our findings differ from those reported by **Adeli *et al.* (2020)**, who evaluated the fishmeal industry using SWOT analysis. They identified 14 strengths, such as experience; 27 weaknesses, including a shortage of raw materials; 14 opportunities, like increased fishmeal demand; and 19 threats, such as fluctuations in foreign currency. The most important strategies they highlighted included conservative and defensive approaches, the use of modern technology, engagement with the global market, and the adoption of environmentally friendly technologies. Furthermore, the authors emphasized the need for

increased interaction with the government through unions to secure credit facilities, reduce the costs of industry inputs, regulate the market, enhance the production of necessary technologies, ensure a stable supply of raw materials, and explore new reserves.

Table 2. The most important factors of external environment

Opportunities					
No.	**Factors**	**Estimated weight**	**No.**	**Factors**	**Estimated weight**
1	Participation in scientific committees	0.5	8	Increase price of foreign currencies	0.1
2	Availability of auctions	0.45	9	Advanced scientific research	0.1
3	Establishing new farms	0.35	10	Opening new markets	0.09
4	Weak export ability of competitors	0.3	14	Provides training grants	0.05
5	Provides market information	0.25	15	Delegation of specialists	0.04
6	Availability of exhibitions and markets	0.25	16	Subsidized loans	0.02
7	Near packaging factories	0.2	17	-	-
Threats					
No.	**Factors**	**Estimated weight**	**No.**	**Factors**	**Estimated weight**
1	High cost of distribution	0.35	4	Foreign investment in local market	0.05
2	Local competition	0.2	5	Routine procedures	0.03
3	Marriage of female workers and availability of other job opportunities	0.45	6	Control procedures during manufacturing process	0.2

Source: Questionnaire, 2021- 2022.

Second: The interaction matrix between internal and external factors (decision making)

Tables (3, 4) show the interaction matrix between the internal and external factors of the company studied. The interaction aims to determine the most important priority strategies for the company to evaluate and develop its performance.

Table 3. Relative and estimated weight of internal and external environment

No.	Total weight	Strengths	Weakness	Opportunities	Threats
1	Relative	0.91	0.09	0.76	2.78
2	Estimated	0.85	0.15	0.24	1.15

Source: Estimated from Tables (1, 2)

The strategic objectives have been arranged according to the most interacting factors as follows:

1- The interaction strategy of the internal factors with opportunities

The interaction strategy between strengths (S) and opportunities (O) is outlined according to the data in Table (3). The training grants provided for employment by ministries and other entities (O1) can be maximized as follows:

- Increasing production and exporting of fish products by qualified marketing experts and utilizing nearby temporary labor, recorded at 0.9%.
- Developing fish packaging represented 0.8%. The quality of packaging, social care for labor, low costs, and flexibility in technological levels accounted for 0.7, 0.5, 0.3, and 0.2%, respectively.
- Developing innovation and self-financing recorded 0.1%, while converting to a shareholding company represented 0.01%.

Opportunities can also be maximized through presentations by holding seminars at the company's headquarters, utilizing temporary employment, and increasing advertising efforts (O2), interacting with the following strengths:

- Labor resources, marketing expertise, suitable packaging, and new markets interacted at 0.9%.
- Efficiency of production lines, quality improvement, and reduction of labor costs, along with patents and product diversity, interacted at 0.8%.
- Using advanced technology to reduce the costs of processed tuna, sardines, and tilapia interacted at 0.5%, while exporting products interacted at 0.4%.
- Regular maintenance, purchasing production requirements, optimal capital utilization, and self-financing interacted at 0.2%.
- Information technology, traceability, and improvements in quality and packaging interacted at 0.1%.

The data in this study align with the findings of **Dwijayanti and Marlena (2017)**, who noted that threats from substitute products persist. To enhance the performance of fish processing, a differentiation strategy focusing on product line extension and quality control is essential. The first strategy should be implemented through the improvement of human resources within fisheries companies.

Additionally, our results support the findings of **Setiarini and Soegoto (2019)**, which indicated that the company studied possesses both opportunity and strength factors, allowing it to capitalize on existing opportunities. The most significant strength identified was the variety of products, while the biggest opportunity was the GEMARIKAN program. The strategy applied in this context was the Strength-Opportunity (SO) strategy.

- The company can leverage the information opportunity (O3) through its interaction with the following strengths:

- Manufacturing, exporting, marketing teams, experts, nearby employment, diversity, and development interacted at 80%, while local sales interacted at 30%. Production requirements interacted at 0.9%.

–   Suitable weighing, importing, innovation, and packaging materials to extend the shelf life of products interacted at 0.7%.

–   Using advanced technology, transitioning to another industry, traceability, and packaging according to market requirements, along with self-financing and minimizing costs of processed fish products, interacted at 0.5%.

–   Transfer of vacuum technology interacted at 0.2%, and regular maintenance interacted at 0.01%.

–   The company can also capitalize on the opportunity to provide exhibitions for industry products and supplies (O4) to maximize the following strengths:

–   Vacuum packaging and processing technology reacted at 0.9%, while information technology and reducing processing time reacted at 0.8%.

–   Exporting, trained labor, diversity, innovation, and self-financing represented 0.5%.

–   Suitable packing and new markets reacted at 0.3%, while regular maintenance accounted for 0.2%, and low costs of some machines represented 0.1%.

–   **Strategy of weaknesses (W) with opportunities (O)**

–   The results in Table (3) show the quarter analysis matrix for weakness and opportunity factors in this study:

–   Training grants offered to workers can be utilized by ministries and other authorities (O1) to address the following weakness:

–   Labor issues reacted at 0.9%.

–   **Strategy of strengths (S) with threats (T)**

–   Table (4) illustrates the threat of weak labor and alternative work (T1) that can be addressed by maximizing the following strengths:

–   Temporary employment and graduate training reacted at 1%.

–   Labor training, transportation, marketing team, experts, and selected labor reacted at 0.9%.

–   Efficiency of manufacturing lines and reducing processing time represented 0.8%, while leadership in fish manufacturing, exporting, and flexible technological levels reacted at 0.7%.

- Experts accounted for 0.6%.

- Vacuum packaging, diversity, innovation, local sales, patents, and development, along with low costs of machines, represented 0.5%.

- Optimal capital utilization, self-financing, training, and regular maintenance reacted at 0.4, 0.3, and 0.3%, respectively.

- Information technology, importing of high quality and sufficient stores reacted with 0.2%.

- Packing and packaging mechanism reacted with 0.1%.

The data also indicated that the company can address the threat of foreign investors entering the local market, and thus increasing competition (T2) by maximizing the following strengths:

1- Shareholding structure, technological level, experts, efficiency of manufacturing lines, and patents reacted at 1%; 2- Marketing, development, experts, labor, and importing reacted at 0.9%; 3- Leadership in fish manufacturing and exporting, information technology, marketing, experts, nearby labor, regular maintenance of equipment, and manufacturing lines reacted at 0.8%; and 4- Training workers and graduates, optimal capital utilization, social care, insurance, incentives, and rewards for workers reacted at 0.7, 0.7, and 0.6%, respectively.

Table 4. Interaction matrix between internal factors and opportunity (decision making)

Factor	s	O_1	O_2	O_3	O_4	O_5	O_6	O_7	O_8	O_9	O_{10}	O_{11}	O_{12}	O_{13}
							Opportunity							
Strength	S1	0.06	0.06	0.32	0.18	0.07	0.07	0	0.7	0.7	0	0.01	0.01	0.13
	S2	0	0	0	0	0	0	0	0.08	0.04	0	0.01	0	0
	S3	0.02	0.04	0	0.05	0	0	0	0.04	0	0	0.01	0	0
	S4	0.01	0.04	0	0	0	0	0	0	0	0	0	0	0
	S5	0.06	0.13	0.32	0	0	0	0	0.49	0.49	0.03	0.01	0.01	0
	S6	0	0	0.07	0.32	0	0	0.44	0.56	0.49	0	0.01	0	0.13
	S7	0.01	0.03	0.08	0.14	0	0	0	0.06	0	0	0.05	0.18	0.05
	S8	0	0	0.05	0.08	0	0	0.01	0	0	0	0.03	0	0.03
	S9	0.01	0.02	0.36	0.2	0.64	0.72	0.06	0	0.4	0.14	0.13	0.03	0.13
	S10	0	0.01	0.21	0.15	0.48	0.48	0.21	0	0	0.06	0	0	0.08
	S11	0	0	0.11	0	0.21	0.24	0.19	0	0	0	0.05	0.24	0
	S12	0.05	0.09	0	0	0	0	0	0.35	0.25	0.03	0	0	0
	S13	0.03	0.07	0.1	0.06	0	0	0.25	0	0	0.07	0	0	0
	S14	0	0	0.36	0	0	0	0.11	0.72	0.4	0.16	0	0.72	0
	S15	0	0	0	0.01	0	0	0	0	0	0	0	0	0
	S16	0	0	0.05	0	0.09	0.09	0	0	0	0	0.01	0.05	0
	S17	0.03	0.06	0	0.16	0	0	0	0	0	0	0	0	0
	S18	0.06	0.13	0.36	0	0	0	0	0.8	0.8	0.14	0	0	0
	S19	0.01	0.02	0.15	0.15	0	0	0	0.48	0	0	0	0.54	0.1
	S20	0.03	0.06	0.15	0.03	0	0	0	0	0	0	0	0	0.08
Weakness	w1	**0.06**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	w2	**0.02**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Source: Estimated from Tables (1, 2).

This study also indicated that the company can confront the threat of local competition, arising from competitors' low prices, poor quality, differing consumer behaviors, and the closure of some Arab markets (T3), by maximizing the following strengths:

- Fish manufacturing and exporting, product diversification, and product development reacted at 1%.

- Technological level, importing high-quality materials, experts, efficiency of manufacturing lines, and patents reacted at 0.9%.

- Vacuum packaging and targeted markets represented 0.8%.

- Marketing, labor, information technology, regular maintenance, sufficient supplies and storage, and self-financing reacted at 0.7%.

- Low costs of machines, employment, and graduate training reacted at 0.6%, 0.5%, and 0.5%, respectively.

Regarding factors related to new distributors (T4):

- Maximizing strengths in packing and packaging to meet customer needs and open new markets reacted at 1%.

- Marketing, development, experts, labor, and diversity reacted at 0.9%.

- Weight, patents, and 80% for exports and local sales represented 0.8%.

- Modern and flexible technological levels, purchasing high-quality supplies, and appropriate storage reacted at 0.7%, 0.7%, and 0.6%, respectively.

- Pioneering in fish manufacturing and exporting, information technology, specialized consultants, and a regular maintenance team for equipment and optimal capital utilization, along with self-financing, reacted at 0.5%.

- Vacuum packaging, minimizing the cost of processed fish, training, literacy, skill development, social care, insurance, rewards for workers, and training graduates reacted at 0.3, 0.3, 0.2, and 0.01%, respectively.

Strategy between Weakness (W) and Threat (T)

Based on the SWOT analysis matrix of weakness and threat factors (Table 5), the following items can be noted:

- The company can face the threat of employees leaving for government job opportunities or for marriage (T1) by addressing the weaknesses.

- The fear of temporary employment represented 1%, as workers may require higher salaries if they move to another factory, also reaching 1%.

- The company is increasingly confronted with the threat of foreign investors entering the market and increasing competition (T2) due to the following weaknesses:
    - Weak employee affiliation resulting from differing cultures and proximity to the factory recorded 0.7% and 0.5%, respectively.

Table 5. Interaction matrix between internal factors and threats (decision making)

Factor	No.	Threats					
		T_1	T_2	T_3	T_4	T_5	T_6
Strength	S_1	0.44	0.06	0.28	0.28	0	0
	S_2	0.05	0.01	0.04	0.06	0	0
	S_3	0.16	0.01	0.04	0.03	0	0
	S_4	0.18	0.01	0.04	0.02	0	0
	S_5	0.57	0.06	0.2	0.5	0	0
	S_6	0.32	0.06	0.22	0.17	0	0
	S_7	0.19	0.03	0.11	0.14	0.02	0.03
	S_8	0.04	0.02	0.06	0.08	0	0.02
	S_9	0.36	0.07	0.32	0.58	0	0
	S_{10}	0.16	0.05	0.24	0.38	0	0
	S_{11}	0.05	0.03	0.11	0.17	0	0
	S_{12}	0.27	0.05	0.18	0.2	0	0
	S_{13}	0.04	0.04	0.13	0.32	0	0
	S_{14}	0.36	0.07	0.32	0.51	0	0
	S_{15}	0.03	0.01	0.03	0.04	0	0
	S_{16}	0.02	0.01	0.03	0.05	0	0
	S_{17}	0.29	0.04	0.14	0.16	0.02	0.04
	S_{18}	0.36	0.08	0.29	0.51	0	0
	S_{19}	0.22	0.04	0.17	0.24	0	0
	S_{20}	0.27	0.05	0.14	0.14	0	0
Weakness	W_1	0.63	0.05	0	0	0	0
	W_2	0.18	0.01	0	0	0	0

Source: estimated from Tables (1, 2)

Third: Quantitative strategic analysis matrix for the company under study

- The results depicted in Table (6) of the quantitative analysis matrix for internal environmental factors show that the overall attractiveness score for improvement and development strategies is 3.25. The growth and expansion strategies received a score of 3.08, while the contraction strategy scored 1.27.
- The matrix in Table (7) for external factors indicates that the overall attractiveness score for growth and expansion strategies is also 3.25. Improvement and development strategies recorded a score of 2.81, while the contraction strategy received a score of 1.75.
- Tables (6, 7) demonstrate that development and expansion strategies ranked highest with a score of 3.165, followed by improvement and development strategies with 3.03. Finally, the contraction strategy ranked third with a score of 1.51.

Development and expansion strategies include the following alternative items to increase the market share of the company:

- Developing new products.
- Intensifying and enhancing advertising efforts to attract new markets.
- Utilizing modern technologies to reduce waste and improve product quality.
- Improving and developing products to increase their value.

- Studying and analyzing consumer behaviors to align with market requirements.
- Increasing product sales by providing competitive offers.

Table 6. Quantitative strategic analysis matrix for company studied

Factor		Relative Weight	Growth and expansion		Improvement and development		Contraction	
			Attractiveness score	Total	Attractiveness score	Total	Attractiveness score	Total
Strength	S_1	0.07	4	0.28	4	0.28	1	0.07
	S_2	0.01	4	0.04	3	0.03	1	0.01
	S_3	0.02	4	0.08	3	0.06	1	0.02
	S_4	0.02	1	0.02	4	0.08	1	0.02
	S_5	0.07	4	0.28	4	0.28	1	0.07
	S_6	0.07	2	0.14	4	0.28	1	0.07
	S_7	0.03	4	0.12	3	0.09	1	0.03
	S_8	0.02	3	0.06	4	0.08	1	0.02
	S_9	0.08	3	0.24	4	0.32	1	0.08
	S_{10}	0.06	4	0.24	3	0.18	1	0.06
	S_{11}	0.03	1	0.03	2	0.06	1	0.03
	S_{12}	0.05	4	0.2	3	0.15	1	0.05
	S_{13}	0.04	4	0.16	3	0.12	1	0.04
	S_{14}	0.08	4	0.32	3	0.24	1	0.08
	S_{15}	0.01	1	0.01	1	0.01	1	0.01
	S_{16}	0.01	2	0.02	1	0.01	1	0.01
	S_{17}	0.04	4	0.16	2	0.08	1	0.04
	S_{18}	0.08	4	0.32	3	0.24	1	0.08
	S_{19}	0.06	3	0.18	4	0.24	1	0.06
	S_{20}	0.06	3	0.18	4	0.24	1	0.06
Weakness	w_1	0.07	3	0,35	2	0.14	4	0.28
	w_2	0.02	3	0,04	2	0.04	4	0.08
		1	-	3.08	-	3.25	-	1.27

Source: Estimated from Tables (1, 2, 3, 4).

Table 7. Strategic matrix for company studied

		Relative Weight	Growth and expansion		Improvement and development		Contraction	
			Attractiveness score	Total	Attractiveness score	Total	Attractiveness score	Total
Opportunities	O_1	0.01	2	0.02	4	0.04	1	0.01
	O_2	0.02	2	0.04	4	0.08	1	0.02
	O_3	0.05	3	0.15	4	0.2	1	0.05
	O_4	0.05	4	0.2	3	0.15	1	0.05
	O_5	0.1	4	0.4	3	0.3	1	0.1
	O_6	0.1	4	0.4	3	0.3	1	0.1
	O_7	0.07	3	0.21	1	0.07	1	0.07
	O_8	0.1	3	0.3	4	0.4	1	0.1
	O_9	0.1	4	0.4	2	0.2	1	0.1
	O_{10}	0.02	4	0.08	2	0.04	1	0.02
	O_{11}	0.02	4	0.08	4	0.08	1	0.02
	O_{12}	0.1	4	0.4	2	0.2	3	0.3
	O_{13}	0.02	4	0.08	4	0.08	1	0.02
Threats	T_1	0.09	1	0.09	2	0.18	4	0.36
	T_2	0.01	2	0.02	4	0.04	1	0.01
	T_3	0.04	1	0.04	4	0.16	2	0.08
	T_4	0.08	4	0.32	3	0.24	4	0.32
	T_5	0.01	1	0.01	4	0.04	1	0.01
	T_6	0.01	1	0.01	1	0.01	1	0.01
	Total	**1**	-	**3.25**	-	**2.81**	-	**1.75**

Source: Estimated from Tables (1, 2, 3, 4).

CONCLUSION

This study concludes that the growth and expansion of manufacturing and exporting fish products, along with diversification, are essential. Additionally, investing in human resources through training, competitive salaries, and social care is crucial. These efforts will help overcome obstacles to increasing and supporting exports, ultimately contributing to national income growth.

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