



Development of MSMEs Based on Processed Fish Products in Lamreh Village, Aceh Besar Regency

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Abstract

Lamreh Village is a coastal village with significant fisheries potential in Aceh Besar Regency, Aceh Province. This fishery's potential can be developed as a source of community economic development based in Minneapolis. However, this potential has not been fully utilized to date. One effort is to develop micro, small, and medium enterprises (MSMEs) based on processed fish products. The main problems faced by the local community include limited capacity to process fish products, weak business management skills, and the absence of a sustainable business model. This community service activity aims to increase the Lamreh community's capacity to develop MSMEs based on processed fish products through training, mentoring, and collaboration with industry partners and training institutions. The implementation method involves field surveys, problem identification, fish product processing training, Business Model Canvas (BMC) training, direct practice in the fish processing industry, and activity evaluation. The results of the activity show an increase in community capacity in fish product processing, as seen from the number of participants who have established fish processing businesses after the training, the formation of the Lamuri MSME, increased participation of women's groups in productive economic activities, and the opening of opportunities for collaboration with the fish processing industry and training institutions. Successfully developed products include fish balls, fish spring rolls, and fish floss. This community empowerment program has also successfully raised awareness in Gampong Lamreh of the importance of sustainable, locally based business development to support community well-being.

Keywords: Business Model Canvas, Coastal MSMEs, Conservation, Fish Processing, Women's Empowerment.



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1. INTRODUCTION

Rural economic development is a priority in national development, particularly in coastal areas with significant natural resource potential (Negara et al., 2020; Republik Indonesia, 2014). Coastal villages possess various resources that can be developed as a basis for the community's economy, one of which is the fisheries sector (Mujaddid & Nugroho, 2021; Republik Indonesia, 2009). The fisheries sector not only provides food but also has the potential to generate community income if optimally managed through the development of productive fishery-based businesses (Kementerian Kelautan dan Perikanan Republik Indonesia, 2023).

Lamreh Village in Mesjid Raya District, Aceh Besar Regency, is a coastal village with significant fisheries potential (BPS Kabupaten Aceh Besar, 2023). Lamreh boasts favorable geographic characteristics, located along the coast covering approximately



3,940 hectares, with a population of 1,888 and a population density of 46 people per square kilometer (BPS Kabupaten Aceh Besar, 2023).

The majority of Lamreh residents work as fishermen and depend on seafood for their livelihood (Kurniawan et al., 2019). This potential could be a key asset in the development of micro, small, and medium enterprises (MSMEs) based on processed fish products, thereby improving community welfare. However, based on initial interviews with the Geuchik of Lamreh Village, the community still faces various obstacles to business development, particularly limited product-processing skills, weak business management, and limited access to marketing and business networks.

MSMEs play a strategic role in improving the rural economy. According to Law Number 20 of 2008 of the Republic of Indonesia, MSMEs are productive businesses capable of increasing community income and creating jobs. Developing MSMEs based on processed fish products can be a solution to increase the added value of fishermen's catches while strengthening the local economy (Paramita et al., 2025; Rangga et al., 2026). This fisheries potential can be used as a basis for developing micro, small, and medium enterprises (MSMEs) based on processed fish products as part of the development of Gampong Lamreh as a Minapolitan Village (Muchlisin et al., 2012). Therefore, fisheries potential can contribute to community economic development. Beyond economic issues, the involvement of women's groups in productive activities is also a crucial aspect of village community development (Thaddeus et al., 2024). Women's involvement in productive activities can be increased through capacity-building activities (Hermawan et al., 2024).

Women's groups in Lamreh Village have significant potential to be involved in fishery processing activities. However, this involvement has been limited due to a lack of training and mentoring, leaving women, particularly members of the Family Welfare Movement (PKK) group, without the skills to process fish products. Furthermore, Lamreh Village lacks a micro, small, and medium enterprise (MSME) that could serve as a platform for women to develop their skills to improve family welfare. Therefore, this community service activity aims to strengthen the capacity of women's groups through training in fish processing and business management development.

Seeing these problems and potential, a community service activity entitled "Development of MSMEs Based on Processed Fish Products in Gampong Lamreh, Aceh Besar Regency" was carried out. This community service activity was carried out in collaboration with the USK Regional and Urban Planning Student Association (HMPWK) under the HMPWK Student Organization Capacity Strengthening Program (PPK Ormawa). This activity focused on developing capacity for fish product processing and MSME management. This community service activity is a follow-up to the independent



community service activity carried out by the community service team in 2022, entitled "Development of Lamreh Village as a Minapolitan Village Based on Capture Fisheries". These two community service activities took place in 2022 and 2023. It is hoped that this activity can contribute to the development of MSMEs based on processed fish products in Gampong Lamreh. In the long term, it is hoped that this community service activity will contribute to improving welfare and sustainable economic growth, supporting the development of Lamreh Village through the Minapolitan Village concept.

This community service activity also emphasizes the importance of collaboration among universities, communities, village governments, and industry (Qorib, 2024). This collaboration is necessary for the community empowerment process to be more effective and sustainable. As the largest university in Aceh, Syiah Kuala University serves as a facilitator in the transfer of knowledge and technology, while industry provides practical experience in product production and marketing. This activity can contribute to achieving the Sustainable Development Goals (SDGs), especially SDG 1: No Poverty and SDG 14: Marine Ecosystems. This activity also contributes to achieving SDG 8 Decent Work and Economic Growth, SDG 5 Gender Equality, and SDG 17 Partnership. Through this activity, it is hoped that the community will be able to develop MSMEs based on processed fish products independently and sustainably, thereby supporting improvements in community welfare and the development of minapolitan villages in Aceh Besar Regency.

2. METHOD

This community service was carried out in Lamreh Village, Mesjid Raya District. This village is located in Krueng Raya Village, Mesjid Raya District. The village covers 3,940 hectares, making it the largest of the 13 villages in Mesjid Raya District. The village map is as follows:

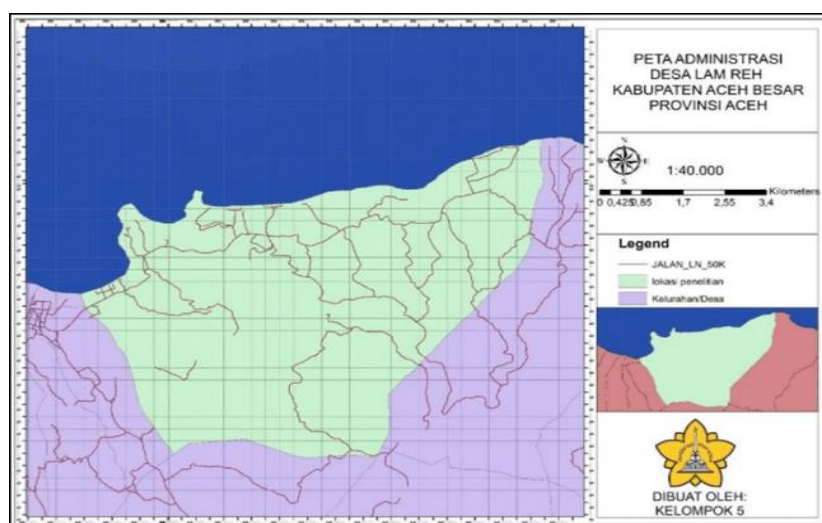


Figure 1. Administrative Map of Lamreh Village



The implementation method consists of several stages. The first stage is data collection through field surveys and problem identification. At this stage, the community service team conducted field observations, interviews with the community, and discussions with the village government to identify potential and challenges in developing fisheries-based MSMEs. In the initial stages of the activity, both men and women were involved. However, the Lamreh Village Government directed the community service team to prioritize women from the Lamreh Village Family Welfare Movement (PKK) for participation in the fish product processing training. This was followed by a more in-depth discussion of capacity-building efforts with the PKK group.

The second stage is data collection and processing. The data collected include the community's socioeconomic conditions, types of fish caught, potential development of fish products, and community training needs. Data was obtained through direct observation, interviews, and field documentation. The community service team, assisted by students, collected data from discussions, surveys, and observations in the form of notes, including information on fish catches, fish prices, potential locations for MSMEs, and appropriate MSME schemes.

The third stage was the implementation of training on fish product processing. The training was conducted in collaboration with CV Fish Jelly Banda Aceh as an industrial partner. The training series included 10 women's groups from the Family Welfare Movement (PKK). Most were homemakers and small business owners. Participants were selected based on recommendations from the PKK chairperson, as directed by the village head (geuchik). Participants were trained in fish processing techniques to produce various value-added products, including fish balls, fish spring rolls, and fish floss. In addition, participants received training in product packaging techniques. The results of the community service were also presented at exhibitions such as the USK Engineering Expo.

The fourth stage is Business Model Canvas (BMC) training and business management. This training is conducted by speakers from the Integrated Business Service Center for Cooperatives and Micro, Small, and Medium Enterprises (PLUT KUMKM) in Aceh Besar Regency. The BMC training aims to increase community capacity in business management, financial management, marketing, and the development of sustainable business models (Dewi et al., 2023; Osterwalder & Pigneur, 2010). This training is attended by members of the Family Welfare Movement (PKK).

The fifth stage is activity evaluation. Qualitative evaluation through interviews with participating PKK groups, village governments, and partners to determine the level of activity success and obstacles encountered during program implementation. The activity evaluation was conducted jointly with partners from the USK Regional and



Urban Planning Student Association (HMPWK), the Lamreh Village government, CV Fish Jelly Banda Aceh, and PLUT Aceh Besar. This evaluation aims to review obstacles encountered during the community service process. The evaluation results will serve as input for future community service activities. From the evaluation results, conducted approximately six months after the activity, it was discovered that some participants had developed independent fish processing businesses producing fish floss.

3. RESULTS DISCUSSION

Based on the results of the situation analysis, the Gampong Lamreh community still faces several problems and obstacles in its efforts to develop an economy based on local potential. One of the main problems is the underdevelopment of micro, small, and medium enterprises (MSMEs) capable of optimally exploiting local fisheries potential. In fact, the fisheries sector has significant potential to be developed as a source of increased community income and to drive the village economy. Apart from that, the community still faces limited capacity to process fishery products. These limitations include a lack of knowledge and skills in processing fish into value-added products that are competitive in the market (Wulandari et al., 2024; Abdjul et al., 2023). This condition means that the available fishery products cannot be utilized optimally to increase economic value.

Another problem is the inadequate capacity of communities to manage MSMEs. Most people do not have a sufficient understanding of business management, from production management and financial recording to marketing and sustainable business development. This becomes an obstacle in creating a business that is productive and can survive in the long term.

In addition, the community cannot develop business models that suit local potential and conditions. This limitation has an impact on the low ability to design business strategies, determine market segmentation, and develop product and marketing innovations that are adaptive to developments in consumer needs. Therefore, integrated efforts to assist and strengthen community capacity are needed to develop the fisheries potential in Gampong Lamreh into a productive and sustainable economic activity. Efforts to resolve this problem were carried out through a series of activities, as explained in the following subsection on activity implementation.

3.1 Implementation of Activities

In general, this community service activity is carried out in five stages, namely: 1) establishing communication with the village government and related partners, namely CV. Fish Jelly, PLUT Aceh Besar, and the Bijeh Foundation, 2) data collection, 3) opening collaboration with partners, namely CV. Fish Jelly, PLUT Aceh Besar and the



Bijeh Foundation, 4) business model canvas (BMC) training and MSME management, 5) fish production studies, and 6) fish processed product training stages 1 and 2. Products from the community service activities carried out will also be sold to the community at the 2023 USK Engineering Expo FT. These activity stages are generally carried out according to plan, but several modifications are made based on field conditions. The main activities carried out are as follows:

3.1.1 Business Model Canvas Socialization Activities

As explained above, partners still have limited capacity in business models. Therefore, in the initial stages of the activity, the community received training on the Business Model Canvas. This activity aims to introduce the community to the basic concepts of business development. Given that this activity also aims to strengthen the role of women, participants were selected from PKK members in Gampong Lamreh. In this training, participants learned to map business models, identify potential customers, determine product value, and develop marketing strategies. This training provided the community with a new understanding of the importance of structured business management. The BMC is also an essential part of business planning to increase competitiveness. (Haryanti & Pasha, 2023; Aisyah R et al., 2025).

The Business Model Canvas (BMC) socialization activity was held on Saturday, July 29, 2023. This activity was carried out in collaboration with the PPK Ormawa Team of the HMPWK FT USK, targeting the PKK group in Lamreh Village. Several village officials also attended this training activity. The PKK group has also been involved in the MSME initiation efforts in Lamreh Village. The BMC itself is a framework for mapping businesses so that existing businesses can run effectively and on target (Osterwalder & Pigneur, 2010; Hutamy et al., 2021). Partners delivered the material for this activity from the PLUT KUMKM Office of Aceh Besar Regency.

The BMC activity ran smoothly. The target group fully participated in the socialization process and also participated in discussions with resource persons from partners and the team moderator. The village head also attended the activity, ensuring a smooth exchange of ideas and discussions between the village and the team. Following the activity, the team and the community independently created a BMC for future implementation within the planned Lamreh MSME. Documentation of the activity is as follows:



Figure 2. Documentation of BMC Socialization Activities

3.1.2 Fisheries Production Survey in Lamreh Village

The quantity of fish caught is crucial to the success of MSMEs that process fish products. Therefore, the community service worker and the HMPWK team conducted a fish catch survey in Gampong Lamreh. Given that the team's knowledge base is not in fisheries and maritime affairs, the community service worker and the HMPWK team collaborated with the Bijeh Foundation, which also has experts in environmental conservation. The Bijeh Foundation team accompanied the community service worker in the fish catch survey. The survey was conducted to obtain primary information on fishermen's fishing activities, fish availability at the Lamreh Fish Market (TPI), and the need for marine space for conservation. The community service worker, the HMPWK

Team, and environmental conservation experts from the Bijeh Foundation conducted the survey in the morning when the fish landed.

The team, consisting of servants, the HMPWK team, and conservation experts, observed the fish-loading activities of fishermen, especially group leaders, and conducted brief interviews about the catch. The team also met with trawling fishermen. A lot of information obtained from fishermen is very useful for further consideration in the context of empowerment programs for fishermen and marine space conservation in Gampong Lamreh. Apart from that, the team also visited TPI Krueng Raya, a large TPI that covers all villages in Mesjid Raya District, including Lamreh Village.

The team also visited the beach and dived to see the actual condition of the coral reefs along the coast of Lamreh Village. A lot of rubbish, in the form of trawl nets, gets caught in coral reefs, causing damage. Many coral reef fish have also declined due to a lack of education among fishermen about their importance in keeping coral reefs alive. The proliferation of coral reef fish will attract larger deep-sea fish, making it easier for fishermen to catch more fish. Apart from that, environmental conservation experts from the Bijeh Foundation stated that the coral reefs in Lamreh have great potential due to the diversity of coral reef types.



Figure 3. Fish Catch Survey in Lamreh

3.1.3 Processed Fish Product Production Training 1

On Saturday, September 2, 2023, the community service team, along with the USK HMPWK team, conducted Production Training 1. This activity aimed to sustain the fish processing production activities carried out by the PKK women as the target group. The activity was led and facilitated by partners, with Mrs. Cut, the director of CV Fish Jelly, as the resource person. The target group successfully produced two products: fish balls and fish spring rolls. The activity lasted from morning to evening. During this activity, the target group learned a new recipe, fish spring rolls, and also developed variations on the fish ball recipe previously taught. These products were still samples for taste testing. The fish spring rolls had a distinctive flavor. The team decided to sell them, and they sold out to residents of Lamreh Village. Therefore, the target group identified fish spring rolls as a potential superior product.

During this activity, the community service provider, the HMPWK team, and the target group also discussed branding the Lamreh Village MSME products from this community service activity. The product was named LAMURI. This name was inspired by an ancient kingdom that once existed in Lamreh Village hundreds of years ago. This term is already familiar enough to be easily promoted.



Figure 4. Processed Fish Product Production Training 1

3.1.4 Lamuri MSME Group Strengthening Training

On Friday, September 8, 2023, the community service team, together with the PPK Ormawa HMPWK Team and partners from the Aceh Besar PLUT KUMKM office, conducted an activity to strengthen the Lamuri MSME group in Lamreh Village. This activity was created to strengthen the newly formed Lamuri MSME. Speakers from the PLUT provided material on strengthening MSME groups and group financial management. Following this activity, a marketing socialization and MSME legalization

activity will be held, with the Aceh Besar PLUT KUMKM office serving as speakers. Speakers from the PLUT KUMKM provided training and demonstrated how to manage group finances well.



Figure 5. MSME Strengthening Activities

3.1.5 Advanced Production Training 2

On Saturday and Sunday, September 16 and 17, 2023, the community service team, along with the PPK Ormawa HMPWK Team, together with partners CV Fish Jelly, held an Advanced Production Training 2 activity at the CV Fish Jelly Fish Processing Factory, Banda Aceh. CV Fish Jelly initiated this activity. This activity aims to provide the target group from Lamuri MSMEs with direct experience in making processed fish products at the CV Aceh Fish Jelly fish processing factory in Lampaseh, Banda Aceh. This activity lasted 2 days. For participant accommodation, participants from Lamuri MSMEs stayed at a villa owned by Mrs. Cut, the director of CV Aceh Fish Jelly.

On the first day, the target group made tofu meatballs, meatballs, and spring roll fillings until the evening. On the second day, participants practiced making fish spring

rolls under the guidance of the Fish Jelly Team and the USK Student Activity Unit (HMPWK). Furthermore, participants also worked together to make fish floss bread, as Fish Jelly also offers fish floss, and the women from the Lamuri MSME group have basic bakpia-making skills. The target group also learned about proper product packaging using the factory's sealing machine.

The activity concluded in the afternoon. All products were stored in the freezer of the PPK Ormawa Team and the Lamuri MSME. The product's total weight is estimated at approximately 60 kg. The community service team, the HMPWK Team, and the target group have agreed to market their processed products at several exhibitions, including the Engineering Expo. Through the Engineering Expo, it is hoped that the Lamuri brand will gain greater recognition, especially among university students and the communities of Banda Aceh and Aceh Besar. Partners from CV Fish Jelly said that marketing at expo activities would be more effective than selling products in stores and markets in the early stages of production, when production is still limited.



Figure 6. Advanced Production Training Days 1 and 2

3.1.6 Participation in Engineering Expo

To introduce the Lamuri UMKM brand, the products produced during the production training on 16 and 17 September 2023 were showcased at the Engineering Expo at the USK Faculty of Engineering. The Lamuri UMKM stand, which was guarded by the HMPWK team, was visited by many people, including students, student guardians, residents, and lecturers. The Lamuri MSME stand is also equipped with Lamuri MSME product brochures to introduce visitors to Lamuri MSMEs from Lamreh Village, Aceh Besar. Even though the target group of PKK women who are members of the Lamuri UMKM could not attend due to the long distance, the service team and HMPWK continued to report activities regularly to the Lamuri UMKM chairman so that the target group could monitor this marketing activity.



Figure 7. Lamuri MSMEs at the 2023 Engineering Expo

Lamreh Village's coastal conservation activities aim to increase reef fisheries yields. This activity was carried out on November 15, 2023. In this activity, the PPK Ormawa team was supported by the Bijeh Foundation and PT. PEMA is one of the largest regional companies owned by the Aceh Provincial Government. This activity also involved the Mesjid Raya Police, the sub-district government, the gampong government, and Babinsa. PT PEMA also advertises this activity at Simpang Mesjid Oman, one of Banda Aceh's strategic points.



Figure 8. Coastal Conservation Activities in Lamreh Village 2023

3.1.7 Benefits of Community Service Activities

The Lamreh Village Government, through the Geuchik (village head), expressed its appreciation for the community service activities, which have positively contributed to the Lamreh community by increasing production capacity, fostering economic empowerment, and advancing women's empowerment. The Geuchik also expressed his support for continuing community service activities in Lamreh Village next year. The existence of independent service activities for the development of fish-based MSMEs in Gampong Lamreh provides many benefits for the people of Lamreh, including:

1. Increase the capacity of Lamreh residents in processing processed fish products. Fish product processing training activities are the main core of this service program. The community was trained directly by industrial partners from CV Fish Jelly Banda Aceh. The products developed include fish balls, fish spring rolls, fish floss, and several other processed products. Training is conducted practically so that people can understand the production process firsthand. Capacity building was demonstrated through participants developing post-activity fish-processing businesses.
2. Women's groups are more empowered in economic development. Women's groups that previously lacked experience in processing have begun producing various types of processed fish independently. From a community empowerment perspective, this activity has successfully increased women's participation in productive economic activities. Women not only serve as training participants but also begin to participate in the production process and business management. This demonstrates that community service programs can promote family economic empowerment by enabling women's participation in the



productive economy. (Hermawan et al., 2024; Rantung et al., 2024).

3. The community gains practical experience in fish processing at the fish processing industry factory.

The hands-on experience at CV Fish Jelly's fish processing plant provided a new experience for the community. They were able to observe firsthand the industrial-scale production process, product packaging techniques, and strategies for maintaining product quality. This experience motivated the community to develop its businesses more professionally. The skills gained from the training and practice can be utilized to initiate MSMEs in the fish processing sector. The training results demonstrated a high level of interest and enthusiasm from the community in developing businesses based on processed fish products.

4. The community can apply the Business Model Canvas in developing MSMEs in Lamreh Village.

Capacity-building activities for MSME groups also include training in BMC (Business Management), financial management, and marketing. The community is provided with an understanding of simple financial record-keeping, business capital management, and product marketing strategies. Furthermore, the community is introduced to the importance of business legality and the development of marketing networks.

5. Establishment of Lamuri MSME

One important outcome of this activity was the establishment of Lamuri MSME as a business platform for the Lamreh Village community. The establishment of Lamuri MSME marks the first step in developing community-based businesses in the village. The name Lamuri was chosen for its historical value and strong local identity, both of which are expected to strengthen product branding.

6. Expanding Lamreh Village's collaborative network with industry, foundations, and training institutions.

Furthermore, this activity strengthened the collaborative network among the community, the village government, universities, and industry. This collaboration is a crucial factor in sustaining community empowerment programs in the future. Lamuri MSME products were also introduced at the Engineering Expo of the Faculty of Engineering, Syiah Kuala University. This event served as an effective promotional tool to introduce community products to the public. Visitor response to the products was quite positive, demonstrating that processed fish products have significant market potential.



Overall, this community service program demonstrates that developing MSMEs based on processed fish products can be an effective strategy for improving the economy of coastal village communities. With support for training, mentoring, and cross-sector collaboration, communities have greater opportunities to develop independent, sustainable businesses. Following the end of the 2023 community service funding and the PPK Ormawa HMPWK USK grant, this community service program will continue through the HMPWK Fostered Village program, enabling ongoing empowerment programs. An evaluation conducted approximately six months after the program, which coincided with the 2024 HMPWK fostered village program, found that several training participants had developed independent MSMEs producing processed fish products, which they sold around Pasir Putih Lamreh beach. Furthermore, some participants established fish floss businesses after the training.

3.1.8 Challenges in Implementation

Although in general the implementation of this service activity went smoothly, there were several challenges faced by the service team in Gampong Lamreh, namely:

1. Fluctuations in fish availability.

One of the challenges in implementing service activities in Gampong Lamreh is the fluctuating availability of fish, the main raw material for processed fish production. Various factors, such as seasonal changes, erratic weather, and damage to the local ecosystem, influence this condition. The instability of catches causes fish prices to fluctuate. This causes high fish prices at a time when supply is decreasing, which increases production costs.

2. Coral Damage

Coral reef damage in Gampong Lamreh Village is one of the obstacles to the sustainability of marine resources. Coral reefs play a crucial role as habitats, spawning grounds, and food sources for various fish species. Coral degradation due to natural factors and human activities has the potential to reduce fisheries productivity and disrupt the balance of coastal ecosystems, including the use of poisons to catch ornamental fish and pollution from ponds and poisons. Therefore, the community service team carried out coral conservation activities involving various parties in the final phase of the community service program.

3. Schedule Conflicts with Village Activities.

The implementation of community service activities sometimes faced scheduling conflicts with various activities organized by the village government and the local community. On several occasions, training, outreach, and mentoring agendas had



to be adjusted due to overlapping traditional, religious, or village deliberation activities that were of high priority for the community. Therefore, the team needed to adjust the timing and implementation strategy to ensure optimal community participation. However, good coordination with village officials helped the community service team overcome these obstacles.

4. The regional government's contribution needs to be increased.

Another challenge encountered during the implementation of the community service program was the limited contribution and involvement of local governments and related agencies in supporting community service activities. Funding and facilities provided were still limited. This resulted in some activities having to rely on available resources from the community service team and the village government. This situation indicates that collaboration between universities, local governments, and the community still needs to be strengthened. This collaboration needs to be strengthened so that the empowerment program initiated can continue and have a broader, more sustainable impact.

4. CONCLUSION

Community service activities related to the development of processed fish-based MSMEs in Lamreh Village have successfully increased the community's capacity in fish processing and business management. This program also encouraged the formation of the Lamuri MSME, a community-based business platform for developing fishery-based products. The training and mentoring activities have had a positive impact on improving the skills of the community, particularly women, in productive economic activities. After the program, participants established microenterprises producing processed fish products, such as fish floss. Furthermore, collaboration with industry and training institutions provided practical experience that benefited the community by helping businesses develop professionally.

The success of this program demonstrates that developing MSMEs based on local potential can be an effective strategy for improving the welfare of coastal village communities. Therefore, the program's sustainability requires continued mentoring, enhanced marketing, and support from various parties to ensure the sustainable development of established MSMEs. Activities will follow this community service activity in the HMPWK USK fostered villages in 2024.



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