



## Partnership Relations in Handling Export Based Fishery Products

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### Abstract

Bone Regency in South Sulawesi is a coastal area with great fishery export potential, especially in tuna, skipjack, cob, and shrimp commodities. However, the dynamics of relations between fisher actors, exporting companies, and the government are still colored by inequality of access to information, dominance of collectors, and weak formal institutions. This condition causes limitations in the competitiveness of export products. This study aims to analyze the form, pattern, and intensity of relationships between actors in handling export fishery products in Bone, as well as identify factors that affect the sustainability of partnerships. The research uses a descriptive qualitative approach with a case study design. Data was collected through in-depth interviews, observations at ports and partner companies, and review of official documents. The informants totaled 17 people representing fishermen, exporting companies, and local government officials. Data analysis was carried out thematically by triangulating sources. Result. The findings show that partnership relationships are divided into formal and informal patterns. Trust-based informal patterns are still dominant at the corporate fishermen level, while formal patterns through MoU, coordination forums, and quality reporting are developing at the corporate government level. However, the limitations of logistics infrastructure, digital literacy, and formal contracts cause fishermen's bargaining position to remain weak. Optimizing resources through technical training, digitizing port services, and strengthening fishermen's cooperatives are considered important to improve transparency, efficiency, and sustainability of the export chain. Synergy between actors with hybrid governance (formal and informal) is key to creating a more inclusive and competitive export partnership.

## Introduction

Bone Regency is one of the strategic coastal areas in South Sulawesi that has a significant contribution to the export of national fishery products. The great potential for marine catches encourages the involvement of various actors, namely local governments, exporting companies, and fishing communities (Maulana & Yulianti, 2022; Latief & Wijaya, 2025; Lamidi et al., 2025). The complexity of these inter-actor relationships includes social, institutional, and regulatory dimensions that affect the governance of export-based fisheries supply chains. The study of Longo et al. (2022) shows that information disclosure in the supply chain increases the bargaining power of fishermen while suppressing the practice of price exploitation by intermediaries, which shows the importance of effective partnership mechanisms (Shahzad et al., 2025; Khalil et al., 2025; Spigarelli et al., 2025).

Partnerships in Bone Regency are formed in two main forms, namely formal and informal. The formal form is reflected through coordination forums, memorandums of understanding (MoU),

and data-based quality reporting systems. Meanwhile, the informal form takes place through daily communication and trust-based agreements between actors on the ground.

Adisel et al. (2023) revealed that the patron-client pattern still dominates the relationship between fishermen and collectors, while Muhartono et al. (2023) highlight the role of social networks and trust in maintaining the continuity of transactions despite making fishermen vulnerable to price fluctuations. This condition shows that there is a gap between fishermen's production capacity and distribution ability to export markets and the lack of a functional strategic partnership.

The objectives of partnerships in the fisheries sector are basically geared towards building sustainable relationships, improving production efficiency, strengthening fishermen's bargaining positions, and ensuring certainty of transactions. Previous research has shown that partnerships are able to expand access to technology, markets, and resource sustainability (Pahlevi et al., 2024; Irwandi et al., 2024). Relations between the government and companies tend to be formal through MoU, while the relationship between companies and fishermen is still informal based on trust and capital assistance (Amir & Haeruddin, 2024).

Nurfadilah et al. (2023) emphasized that the limitations of post-harvest facilities, technology, and information exacerbate the distribution inequality and bargaining position of fishermen. Although the fisheries sector has been extensively researched, studies that specifically explore formal and informal interactions between governments, companies, and fishers in the context of fisheries exports in Bone Regency are limited.

To explain the dynamics of the relationship between these actors, this study uses the Partnership Theory developed by Brinkerhoff (2002) as a framework for analysis. This theory views partnership as a collaborative process built on the basis of equality, mutual benefit, clarity of role, transparency, and accountability between parties. This approach is relevant for the research context because the partnerships established between fishers, exporting companies, and local governments are contractual, and contain participatory and capacity-building dimensions.

With this theoretical framework, this study aims to analyze and describe partnership relationships in handling export-based fishery products in Bone Regency. The analysis is focused on the interaction process that takes place between organizations that establish partnerships, including the reasons for forming partnerships, formal and informal forms of partnerships, partnership objectives, communication patterns and involvement of various parties, information disclosure and strategic involvement, and potential conflicts and their resolution mechanisms.

## **Methods**

### **Research Design**

This study uses a descriptive qualitative approach with a case study design because it aims to optimize the practice of fishery product export partnership in Bone Regency. The qualitative approach was chosen because it is considered to be able to reveal the meaning, process, and social dynamics that occur in the field holistically.

According to Sugiyono (2016) who stated that descriptive qualitative research is used to examine the condition of objects naturally, without manipulation, and aims to describe data in depth through observation, interviews, and documentation.

## Determination of Informants

The technique of determining informants uses *the purposive sampling* method, as explained by Sugiyono (2016), namely with special consideration for informants who have knowledge and direct involvement in the fisheries export partnership system.

This research was carried out while still paying attention to the ethical principles of social research. The researcher obtained verbal consent from all informants before the interview and discussion process, by openly explaining the purpose and objectives of the research. All informants are guaranteed the confidentiality of their personal identity and the freedom not to answer certain questions if they feel uncomfortable. The name of the informant used in the report can be in the form of a pseudonym or initial, and the information cited has gone through a re-verification process (*member checking*) to ensure the validity and comfort of the informant to the researcher's interpretation.

This research involved 17 key informants who were purposively selected based on their strategic role in the fisheries export partnership chain in Bone Regency. The informants came from three broad categories: local government agencies, export business actors, and fishermen's groups. The composition of informants is summarized in the following Table of Informants 3.1.

Yes	Research Location	Category Information	Number of Informants
1	UPT Port Region I Bone Regency	Port Technical Officer & UPT Manager	6 people
2	CV Lintas Samudra Mandiri and Aruna Miniplant	Export Business Actors & Operations Manager	6 people
3	Partner Fishermen Community	Fishermen & Fishermen's Cooperative Managers	5 people
	<b>Total</b>		<b>17 people</b>

Source: Primary Data, processed by researchers (2025)

## Data Collection Techniques

Three main techniques are used in data collection: 1) Direct observation is carried out at the Port UPT and the location of export partner companies to observe distribution, storage, and institutional interaction activities; 2) In-depth interviews are aimed at key stakeholders to obtain information on partnership practices, field challenges, and policies related to fishery product exports. Interview questions cover aspects of fishing supervision, obstacles to the implementation of IUU Fishing regulations, and resource sustainability; 3) Document review, in the form of cooperation contracts (MoU), policy documents, UPT reports, and export company records.

In addition, the researcher conducted a Focus Group Discussion (FGD) with the fishing community, the government, and exporters to gain a collective view on the impact of export partnerships, particularly in terms of socio-economic and human resource strengthening.

## **Data Analysis Techniques**

Data were analyzed using a qualitative descriptive analysis approach following Miles and Huberman (1994). The analysis process was conducted through several interrelated stages. First, the researcher carried out data reduction by selecting, focusing, and simplifying important information obtained from interviews, observations, and documentation. At this stage, data considered relevant to the research problem were identified and organized, while less relevant information was set aside in order to maintain analytical focus.

Second, the reduced data were presented in an organized manner to facilitate interpretation. The findings were arranged in the form of thematic narratives and categorical tables so that recurring patterns, relationships, and tendencies emerging from the field data could be more clearly understood. This stage allowed the researcher to systematically describe the dynamics found in the fishery export supply chain.

Third, conclusions were drawn based on patterns, meanings, and relationships identified throughout the analysis process. These conclusions were continuously verified by returning to the data so that the interpretation remained grounded in the empirical findings and was able to answer the research questions accurately. The overall analysis was conducted iteratively, meaning that the researcher moved back and forth between data collection, data reduction, data display, and conclusion drawing, while also considering social contextualization and local dynamics shaping the fishery export supply chain.

## **Data Validity and Reliability**

To ensure the validity and reliability of the data, the researcher applied several verification techniques throughout the study. First, triangulation of sources and methods was used by comparing information obtained from interviews, observations, and document analysis in order to produce data that were consistent, comprehensive, and deeply grounded in the field context. Through this process, the researcher was able to cross check findings from different sources and strengthen the credibility of the interpretation.

In addition, member checking was conducted by reconfirming the interpretations and narrative accounts of the findings with several key informants. This step was important to ensure that the researcher's interpretation remained consistent with the participants' perspectives and to minimize the possibility of researcher bias in understanding the data. Furthermore, an audit trail was maintained by compiling systematic field records and documentation throughout the research process. This was intended to preserve transparency in the analytical process and to provide a clear record of how the data were collected, interpreted, and developed into the final conclusions.

## **Result and Discussion**

### **Reasons for Partnership in Handling Export-Based Fishery Products in Bone Regency**

The main reason for the formation of partnerships in handling export fishery products in Bone Regency is rooted in the common need to create a balance between fishermen and companies. In an interview, Taupik from the South Sulawesi Marine and Fisheries Service Branch in Bone Regency stated:

*"Partnerships in handling export fishery products are formed because of common needs. Fishermen need access to information about price, quality, and market demand so that their catch has a higher selling value. Companies on the other hand need certainty of supply with consistent quality standards so that products can compete in*

*the export market. This is where partnerships come into play, as a space to complement each other's needs." (Interview, Taufik July 2025).*

Maulida & Siregar (2023) research supports these findings by emphasizing that shared needs-based partnerships are able to strengthen supply chain networks and maintain production stability. Partnerships were also born as a response to the information gap that has been the main obstacle. When fishermen lack information about quality standards or demand dynamics, they tend to be in a weak bargaining position.

Arfan from the Fisheries Port of Region I of Bone Regency explained that:

*"So far, fishermen have often been in a weak bargaining position due to a lack of information about quality standards and demand dynamics. Through partnerships, companies and ports can open access to more transparent information. Thus, fishermen can adjust the way they handle their catches and marketing strategies, as well as obtain price certainty and market guarantees." (Interview, Arfan July 2025).*

Risa et al. (2022) emphasized that information disclosure in the fisheries supply chain can increase the bargaining power of fisher groups while suppressing price exploitation practices by intermediaries. This transparency encourages the creation of more balanced interactions and strengthens the foundation of long-term relationships.

In addition, another important reason for building partnerships is the need to ensure the sustainability of supply as per export standards. Companies demand consistency of quality so as not to face product rejection in the global market, while fishermen get price guarantees and more stable market access.

Research by Fuah, R. W. (2021) shows that the consistency of the quality of fishery products in export partnerships significantly reduces the risk of rejection of goods in the destination country. This is in line with the study of Siregar, A. N., et al. (2024) which found that quality standards-based partnerships are able to increase global consumer confidence while providing distribution certainty for exporters.

The reason for partnership can be understood as a form of mutual adaptation to the demands of globalization and the dynamics of international trade. A competitive export market demands quality, efficiency, and certainty of the distribution chain. Partnerships are a strategic instrument for all parties to face market risks, optimize resources, and strengthen the position of fisheries-producing areas such as Bone Regency in the global market.

Research by Atmaja, N., Wahyudi, A., & Nurullita, U. (2023) confirms that two-way communication in partnership patterns both through training and written media can accelerate the adaptation of small business actors to global standards.

## **Form of Partnership in Handling Export-Based Fishery Products in Bone Regency**

### ***Informal Partnership Forms***

In the dynamics of the fisheries sector in Indonesia, the relationship between marine products processing companies and fishermen is often built on the basis of trust and informal practices, one of which is in Bone Regency. Although various government policies encourage the formation of a written and structured partnership system, the reality on the ground shows that most economic interactions in this sector still take place informally. This form of partnership is often based on social values, local traditions, and economic needs that are mutually binding between the two parties.

This can be seen in an interview with Ahmad who said:

"Indeed, so far there has been no written cooperation between companies and fishermen. Our relationship is still informal and based on trust. There is no formal contract, but the relationship has been established for quite some time and mutual understanding." (Interview, July 2025)

A similar statement was made by Amir Rusli from PT Aruna Jaya Nusantara:

"Relations with fishermen here are still informal. Everything runs on the basis of mutual trust, although in the future it should be directed to a more orderly system." (Interview, Amir Rusli July 2025)

Meanwhile, Hendra, a fisherman, emphasized the existence of capital dependence:

"So far, the relationship of cooperation based on trust has been passed down from generation to generation. Collectors help capital when they want to go to sea." (Interview, Hendra July 2025).

This characteristic provides flexibility and loyalty, but at the same time creates vulnerability to price fluctuations, export quality standards, and late payments. These findings are in line with Suleman, A. (2019) who emphasized the importance of loyalty and solidarity in informal relationships, and Amanatin, E. L. (2024) who showed the limitations of verbal contracts in ensuring quality.

Lestari, D., & Puspita, M. (2022) emphasized that the MoU can increase accountability, even though in Bone its implementation is only limited to the company's port level. Widodo et al. (2023) even suggested a gradual transition from a trust-based system to a formal pattern.

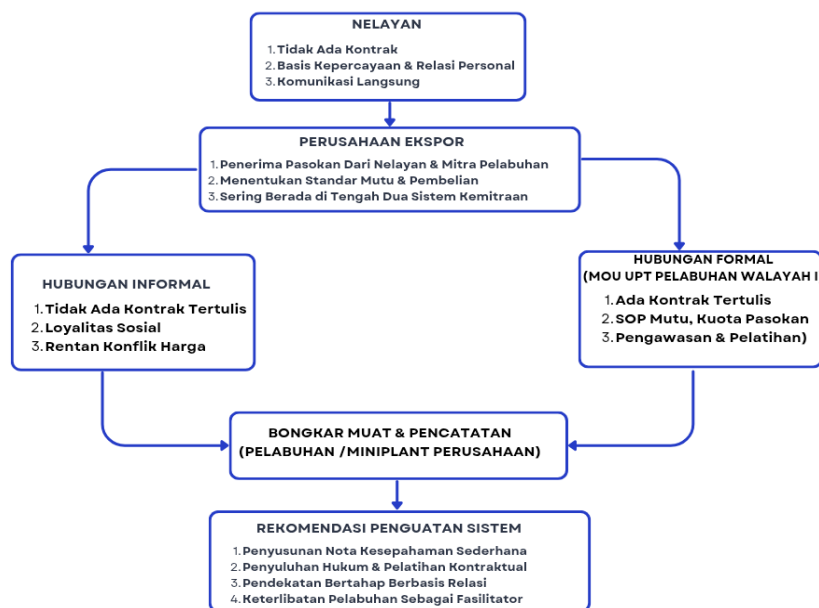


Figure 1. Dynamic Model of Formal and Informal Relationships in Fisheries Export Partnerships in Bone Regency

Source: Processed Researcher 2025

### Formal Partnership Forms

At the institutional level, the South Sulawesi Provincial Marine and Fisheries Service seeks to organize partnership practices through a formal mechanism in the form of a Memorandum of

Understanding (MoU) with PT Aruna Jaya Nusantara through the companies Aruna Miniplant and CV Lintas Samudra Mandiri. The MoU serves as a legal instrument for the parties involved in the partnership. This was emphasized by the Head of the Port UPT Region I of Bone Regency, Arfan:

*"We already have an MoU with CV Lintas Samudra Mandiri and PT Aruna Jaya Nusantara. The goal is to ensure that the loading and unloading, distribution, and purchase of fishery products runs in an orderly manner and in accordance with the rules. With this MoU, we can evaluate cooperation periodically."* (Interview, Arfan, July 2025).

This statement affirms the government's efforts to introduce formal instruments such as MoU, quality training, and coordination forums to encourage the transition to more accountable governance.

From the company's side, the MoU provides clarity on the division of responsibilities. Ahmad from CV Lintas Samudra Mandiri said:

*"The contract or MoU is renewed every year. The government has prepared facilities in the form of buildings, machinery, while we operate and carry out maintenance."* (Interview, Ahmad, July 2025).

Consistency is also seen in PT Aruna Jaya Nusantara, as expressed by Rusli Amir:

*"In the fifth year, we are working with the government. Our cooperation is based on the basis of a strong MoU agreement."* (Interview, Rusli Amir, July 2025).

Table 1. Sharing of Responsibilities in Government and Corporate Partnerships Based on MoU

<b>Partnership Aspects</b>	<b>Explanation</b>
MoU Period	MoU renewed annually
Government Responsibilities	Preparing facilities in the form of buildings and machinery
Corporate Responsibility	Operate, maintain, and manage management affairs independently

Source: Processed Researcher 2025

These findings are in line with Leniwati et al. (2022) who emphasized trust as the basis for social regulation, and Halim et al. (2020) who proved that formal regulation increases institutional certainty.

On the other hand, Furqan (2024) reminds of the potential power imbalance in the informal system, which has begun to be addressed in Bone through coordination forums and integration of hybrid communication. Thus, the pattern of fisheries export partnerships in Bone Regency shows an adaptive blend of trust-based local values and law-based formal governance to respond to the demands of the global market.

Table 2 shows the fundamental differences between informal and formal systems in building trust between parties in export partnerships. Informal systems rely on personal relationships and quick communication such as WhatsApp or face-to-face meetings. The system is responsive, yet weak in documentation.

In contrast, the formal system is based on written procedures, official forums, and legal documents that guarantee accountability. Each has advantages and challenges, so its utilization

needs to be adjusted to operational needs and the level of institutional readiness. The combination of the two is a strategic approach in maintaining the continuity of the partnership.

Table 2. Differences in the Characteristics of the Export Fisheries Partnership Practice System in Bone Regency

Yes	Aspects	Informal System	Formal System
1	Source of trust	Personal relationships, field experience	MoU, written procedures, institutional documentation
2	Communication channels	WA, phone, face-to-face	Forums, meetings, written reports
3	Response speed	Very fast, flexible	Structured, sometimes slow
4	Risk	Undocumented, prone to disputes	Legal protection, auditable
5	Excess	Adaptive to locality	Legitimacy, accountability
6	Challenge	Not scalable, not legal	Need training, initial resistance

Source: Processed Researcher 2025

### Partnership Objectives in Handling Export-Based Fishery Products in Districts

The results of the study show that the purpose of partnerships in handling export-based fishery products is basically to create sustainable relationships between governments, exporting companies, and fishers through mutually beneficial cooperation mechanisms. In an interview, Nurul Fidyah from the Region I Fisheries Port of Bone Regency emphasized:

*"The purpose of partnerships in the management of export fishery products is to ensure that the relationship between fishermen, companies, and the government can run continuously. Through structured cooperation, fishermen obtain market and price certainty, while companies get a guaranteed supply with consistent quality according to export standards. At the same time, the government is there to supervise and ensure the sustainability of this system."* (Interview, Nurul Fidyah, July 2025).

The partnership functions to improve production efficiency by minimizing operational costs and optimizing the use of resources. In addition, partnerships strengthen fishermen's bargaining positions in the face of market dynamics, as structured relationships allow for the creation of more stable prices and access to export markets. Junaidi from the South Sulawesi Provincial Marine and Fisheries Service in Bone Regency explained that:

*"The partnership was built to minimize operational costs, increase production efficiency, and strengthen fishermen's bargaining positions. With the partnership mechanism, the distribution of catches becomes more guaranteed, market risks can be reduced, and product quality can be controlled to match global demand. This is the reason why partnerships are an important strategy in maintaining the sustainability of the fisheries sector in the region."* (Interview, Junaidi July 2025).

The guarantee of transactions resulting from the partnership pattern also provides certainty for both parties, thereby reducing the risk of information asymmetry and uncertainty in the distribution of catches. Furthermore, the objectives of the partnership include adjusting supply

to the needs of the global market through production volume control and the implementation of international quality standards.

Several studies support this view, Jantje, H. J., & Taresi, F. L. (2022) show that partnership patterns are able to increase access to financing and expand the marketing network of fishery products. Mubarak, A. A. K., & Zainuddin, A. (2024) highlight the contribution of partnerships to the application of sustainable fisheries principles, thereby having an impact on the sustainability of marine resources.

### **Communication Patterns and Involvement of Various Parties**

Pattern The results of the study show that communication is an important foundation in fisheries export partnerships in Bone Regency. The communication pattern used is a combination of informal and formal (hybrid system), similar to the findings of Miller et al. (2021) and Yasmin et al. (2020), which affirm that the combination of the two communication patterns is able to increase the effectiveness of partnerships and accelerate market adaptation.

Informal communication dominates at the fisherman–company level, taking place flexibly through mobile phones and short messaging apps. This pattern emphasizes the speed of response, clarity of information, and the closeness of relationships built from long-term interactions. A fisherman, Lukman, said:

*"If we communicate, sometimes we are through a cell phone or WhatsApp, sometimes also face-to-face, but it is not routine for face-to-face."* (Interview, Lukman, July 2025).

Meanwhile, formal communication is managed by the Region I Fisheries Port Unit through regular coordination forums involving fishermen, exporters, and technical agencies. The forum generates official documents such as minutes, reports, and technical policies, thus ensuring accountability and consistency of procedures.

The combination of these two paths creates a coordination system that is both adaptive and credible: informal communication is effective for field needs, while formal communication strengthens legality and documentation. These findings are in line with Nurfadilah, S., Yulianti, R., & Afriani, D. (2023) who stated that the integration of formal and informal communication increases port responsiveness.

However, in contrast to Rahmadani, A., & Nuraini, S. (2021) who highlighted the high risk of miscommunication in informal channels, in Bone this risk is suppressed through meeting recordings and official documentation. In addition, although Puspitasari, E., Lestari, D., & Raharjo, T. (2020) assessed that communication digitalization is difficult to implement in the fishing community, in Bone a digital transition has begun to emerge through application-based training.

Figure 2 illustrates the communication structure in fisheries export partnerships in Bone Regency which is divided into two main channels: informal and formal communication. The two run in parallel but are interconnected through integration points that function as a space for information alignment and technical coordination. Informal communication is carried out by fishermen and companies directly through digital media and social relationships.

On the other hand, formal communication is managed by the Port UPT as a facilitator of policies, services, and capacity building. The common point of the two communication lines occurs in the field evaluation process which is the basis for preparing supply schedules, quality validation, and distribution adjustments. This process is strengthened through joint

coordination meetings involving all parties to build transparency, prevent miscommunication, and strengthen partnership governance.

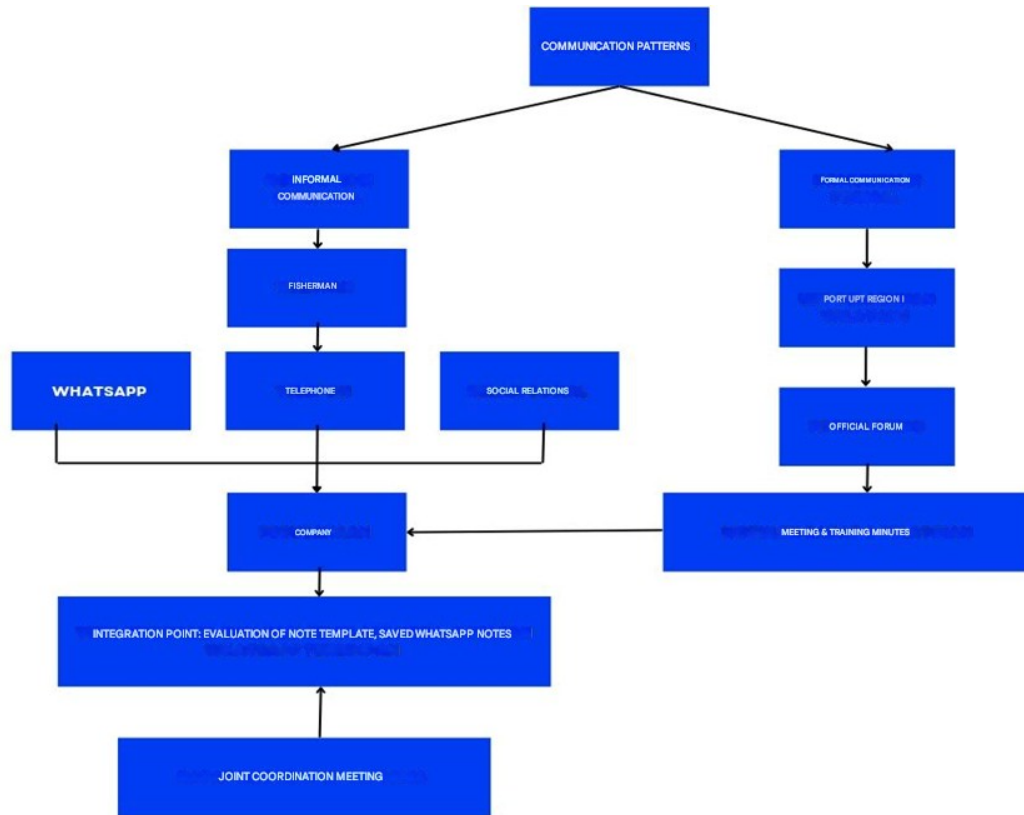


Figure 2. Communication Patterns and Operational Coordination

Source: Processed Researcher 2025

### Potential Conflicts and Their Resolution Mechanisms

The fisheries export partnership in Bone Regency is built on a foundation of trust born from regular interactions and repeated transactions. Long-term loyalty is formed, but the existing system is not adaptive when there is a surge in production during the harvest season. This condition triggers price and distribution conflicts. A fisherman, Sandi, said:

*"There are often conflicts, but it's normal. Especially when the catch is abundant, suddenly the price of fish in the market plummets. That often triggers differences of opinion between us."* (Interview, Sandi, July 2025).

The port acknowledged the existence of small-scale conflicts, but stressed the importance of a quick response and regular forums as a resolution mechanism. Nurul Fidyah, Port Region I staff, explained:

*"Small-scale conflicts sometimes do exist. If there is an urgent problem, we immediately go down to the location to find a solution together. In addition, periodic meetings are also an important forum for us to submit reports as well as plan future work."* (Interview, Nurul, July 2025).

This quote shows that conflict is considered normal, but its mitigation is done through responsive action on the ground and meeting forums as formal communication spaces.

These findings support Prayitno, R., & Yulianto, A. (2021) who emphasize the importance of risk response systems, but this study adds a dimension of fair distribution based on digital

technology. Wahyudi, B et al. (2021) highlight the limited access of fishermen to the distribution network, while this study emphasizes the mechanism of quota and service rotation to reduce conflicts. Irnawati, R., & Suryaningsih, D. (2022) recommended real-time data-based predictions, which were adopted in Bone through the integration of fishermen's daily catch data.

In addition, this study places fishermen's cooperatives as distribution buffer agents, complementing the proposal of Yusuf, Z., Nurdin, S., & Rasyid, M. (2020) who have not discussed this. The proposed harvest response model integrates ports, companies, cooperatives, and agencies in one integrated system, going beyond the recommendations of Jaya, M. M., Khikmawati, L. T., & Putra, I. P. Y. I. (2022) which emphasizes scheduled queues. This approach is also adjusted to the principle of risk sharing contracts (Rahmatika & Alfarizi, 2024) to strengthen fishermen's protection.

Figure 3 The Great Harvest Distribution Rotation System Model illustrates the systematic flow of fishery product management during high harvest times through five main stages: digital queues, daily quota allocation, port service rotation, temporary storage in cooperative cold storage, and coordinated distribution scheduling to export destinations or local markets.

This model is designed to reduce distribution conflicts by clarifying the order of services, ensuring equitable access for fishermen to port facilities, and optimizing the temporary storage capacity managed by cooperatives. In this system, the port UPT plays a central role as a control center that coordinates service rotation and distribution, working with cooperatives and partner companies to maintain smooth logistics and price stability during peak production.

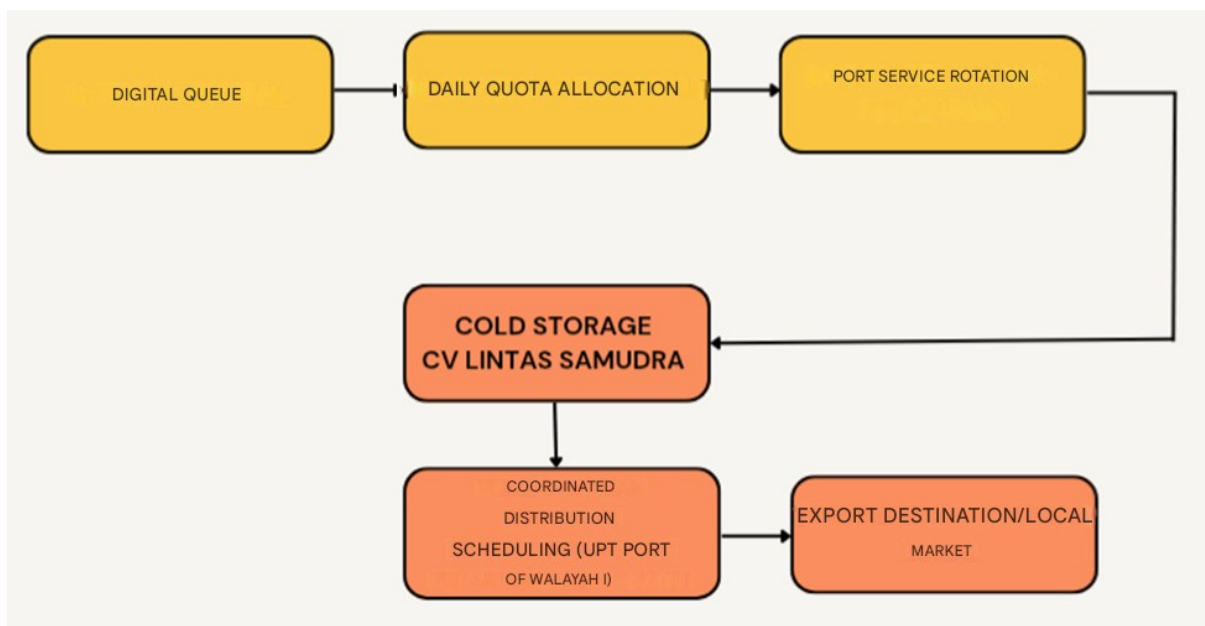


Figure 3. Model of the Great Harvest Distribution Rotation System

Source: Processed Researcher 2025

### Information Disclosure and Strategic Engagement

In fisheries export partnerships in Bone Regency, information disclosure is an important foundation in building sustainable relationships. Transparency related to price, quality, and market demand has a direct effect on the balance of bargaining power between fishermen and companies. When information is limited, fishermen are in a vulnerable position due to knowledge asymmetry, which has an impact on catch handling techniques and selling value.

Field findings show that the Fisheries Port UPT Region I of Bone Regency has initiated a data-based quality reporting and monitoring system to strengthen transparency and participation in export partnerships. A reporting format is available for fishermen and companies so that production and distribution activities can be recorded and accessed by supervisory agencies in real-time. This system is a means of documentation and collective evaluation that includes the process of receiving catches to distribution.

In addition, ports are beginning to adopt digital technology to convey daily prices, market demand, and quality standards through applications and visual media, although they are still limited by infrastructure and training. However, the challenge faced is the low information literacy among fishermen, who still rely on oral communication and information from intermediaries, thus risking disinformation and weak bargaining positions.

A number of studies strengthen this finding, including Risa et al. (2022), showing that inequality of access to information can cause economic losses, weaken bargaining positions, and product rejection in the export market. On the other hand, Muhartono, R., Anna, Z., Fauzi, A., & Sari, R. (2023) found that companies that build two-way communication through training and written information are able to improve production efficiency. Fishers' participation in community-based information forums has also been proven to accelerate adjustments to export standards and strengthen the sustainability of partnerships at the local level.

This research shows that the implementation of hybrid communication strategies that combine digital and face-to-face media is a new interaction pattern in fisheries export partnerships in Bone. WhatsApp-based communication with digital logs is used to speed up and document the flow of supply information.

Monthly coordination forums at ports serve as formal mediums for establishing technical policies and evaluating joint performance. Written supply memorandums, both in physical and digital form, provide clarity regarding the volume, price, and supply schedule to increase transaction certainty.

Meanwhile, face-to-face technical training is effective in transferring knowledge of export quality standards and strengthening relationships between parties. This integration between media encourages the creation of more flexible, adaptive, and structured relationships.

This elaboration provides an important basis for understanding how access to market information and logistics facilities is gradually developed within the export value chain. It shows that the strengthening of partnerships is not only shaped by social trust and institutional arrangements, but also by the extent to which information can be distributed clearly, quickly, and fairly among actors. In this context, the availability of communication channels, reporting mechanisms, and supporting logistics facilities becomes essential in improving coordination, reducing information asymmetry, and supporting the continuity of export activities. These dimensions are further described in Table 3.

Table 3. Information Disclosure and Strategic Engagement

<b>Yes</b>	<b>Form Strategy</b>	<b>Media</b>	<b>Function</b>	<b>Perp</b>
1	WA with digital logs	WhatsApp	Daily supply info	Fishermen – Companies
2	Monthly coordination forum	Formal meetings	Policy & evaluation	Port – Partners
3	Written supply notes	Kertas and WhatsApp	Price & Schedule Guarantee	Company – Fisherman

4	Technical training	Face-to-face	Transfer of quality standards	Port – Fishermen and Partners
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Source: Processed Researcher 2025

## Conclusion

Fisheries export partnerships in Bone Regency are based on shared needs between fishermen, companies, and the government. Fishermen need access to price information, quality standards, and selling price guarantees, while companies demand certainty of supply with consistent quality, and the government plays the role of a facilitator of distribution and quality control. The relationships built show an informal pattern based on trust, loyalty, and community solidarity, as well as a formal pattern through a Memorandum of Understanding (MoU), coordination forums, and quality reporting.

Both patterns reflect complementary social and institutional interactions. Informal relationships maintain continuity of supply through social proximity, while formal mechanisms provide legal legitimacy, accountability, and certainty of transactions. The dominance of the trust-based pattern shows the vulnerability of fishers to price fluctuations and export quality standards, so the main objectives of the partnership include improving production efficiency, strengthening bargaining positions, controlling distribution, and sustainability of inter-sector relations.

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