



# Business Development Strategy of B’Happy Pudding Based on SWOT Analysis: A Case Study of B’Happy Pudding Small Business in Tamamaung, Panakkukang District, Makassar City

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	Abstract
<p><b>Keywords:</b> <i>Business Development Strategy, SWOT Analysis, B’Happy Pudding</i></p> <p><b>Conflict of Interest Statement:</b> The authors state that this study was carried out free from any commercial or financial connections that might be seen as a potential conflict of interest..</p> <p>Copyright © 2023 POVREMA. All rights reserved.</p>	<p><b>Purpose:</b> This study aims to analyse the development strategy of B’Happy Pudding in facing competition in the culinary industry by applying a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis approach.</p> <p><b>Research Design and Methodology:</b> he research employs a qualitative research design. Data were collected through direct observation and in-depth interviews with the business owner and customers of B’Happy Pudding. The collected data were analysed using the SWOT framework to identify internal and external factors influencing the business and to formulate appropriate development strategies.</p> <p><b>Findings and Discussion:</b> The findings indicate that B’Happy Pudding’s main strengths include innovative bottled pudding products made from fresh fruit, attractive packaging design, and personalised customer service. Identified weaknesses, such as limited labour and production facilities, were addressed by implementing a pre-order system. Opportunities arising from the growth of digital markets and increasing demand for healthy food were utilised through active promotion on social media platforms. Meanwhile, threats from intense culinary competition and fluctuations in raw material prices were managed through cost efficiency and continuous flavour innovation. Based on the SWOT analysis, differentiation and focus strategies were identified as the most suitable approaches to enhance the business’s competitiveness.</p> <p><b>Implications:</b> The study provides practical implications for small and medium-sized culinary enterprises by demonstrating that SWOT analysis is an effective tool for developing competitive business strategies. Product differentiation, market focus, digital promotion, and continuous innovation are crucial for maintaining competitiveness and ensuring business sustainability in a highly competitive culinary market.</p>

## **Introduction**

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in a country's economic development, as they absorb labor, increase community income, and support regional economic growth (Sulistiyani & Sentiyanto, 2020). One MSME sector that has experienced rapid growth is the food and beverage industry, driven by the public's high interest in innovative, high-quality, and healthy culinary products. Changes in consumer behavior, which increasingly prioritize product quality and packaging appeal, have also intensified competition within the culinary business.

To remain competitive, MSME actors need to implement effective business development strategies. The SWOT analysis method serves as a strategic tool to identify strengths, weaknesses, opportunities, and threats, which form the basis for designing appropriate strategies (Febrianti et al., 2023). The application of this method is especially crucial for businesses still in the development stage and requiring a comprehensive mapping of both internal and external conditions.

Puding B'Happy is an MSME based in Makassar City that produces bottled pudding made from real fruit, offering a product concept that is healthy, attractive, and child-friendly. This business started through the *Wirasaha Merdeka* program and was later developed independently by its owner. Based on sales data from November 2023 to October 2024, the business showed a significant increase, from a total of IDR 1,406,100 in 2023 to IDR 29,835,000 in 2024. However, sales fluctuations were observed, with peak sales occurring in March 2024, followed by a decline in subsequent months. This indicates that, despite having significant market potential, the business still faces various challenges, such as limited digital marketing, production capacity constraints, and suboptimal social media management.

Previous studies, such as those by Manggu & Beni (2023) and Haikal et al. (2024), emphasize the importance of business development strategies and the utilization of digital technology to maintain MSME competitiveness. However, research that comprehensively combines SWOT analysis with the digitalization needs of local dessert MSMEs, such as Puding B'Happy, remains very limited. Therefore, this study is considered important to develop an appropriate business strategy based on SWOT analysis to support sustainable business growth amid the intense competition in the culinary industry.

Accordingly, the purpose of this study is to analyze the internal and external factors affecting Puding B'Happy and to formulate effective development strategies through a SWOT analysis approach. The results of this study are expected to provide positive contributions to strengthening culinary MSMEs, particularly in enhancing competitiveness and expanding market reach through strategies that are well-suited and adaptable to digital developments.

## **Literature Review**

### *Business Development Strategy Concept*

Strategy is a series of comprehensive actions or plans designed to achieve organizational goals effectively and efficiently. According to Jemsly and Martani (in Ririn, 2022), strategy can be defined as a fundamental principle that considers how an organization can survive and grow in various situations. Gerry Johnson and Kevin Scholes (in Ririn, 2022) describe strategy as a long-term guide aimed at achieving competitive advantage by managing resources amid rapid changes. Similarly, Griffin (Prasinta et al., 2023) defines strategy as a comprehensive plan formulated to meet organizational objectives.

In the business context, Wheelen and Hunger (in Sudirwo et al., 2025) state that strategy encompasses a series of managerial decisions and actions affecting long-term corporate performance, including the formulation, implementation, and evaluation of strategies. Alfred D. Chandler Jr. (in Sudirwo et al., 2025) adds that strategy involves setting long-term corporate goals and executing the necessary steps to achieve them. Strategy is not merely short-term planning but also a decision-making process concerning policy arrangement and resource management to achieve primary organizational objectives. James Brian Quinn (in Sudirwo et al., 2025) emphasizes that strategy integrates policies, goals, and critical actions enabling an organization to compete and manage resources efficiently.

Overall, strategy serves as a primary guide directing all organizational activities to remain competitive and adaptive to environmental changes.

Business development, in turn, is a responsibility of every entrepreneur, requiring vision and innovation (Brown & Petrello, in Mandasari et al., 2023). Anoraga (in Mandasari et al., 2023) highlights that business development should be supported by enthusiasm, motivation, and creativity to grow small enterprises into medium or large businesses. Moreover, Hafsah (in Mandasari et al., 2023) emphasizes the role of government, business actors, and the community in providing guidance and support to strengthen small business capacity. Hassanien (in Arivetullatif et al., 2022) explains that business development involves performance improvement through product and service quality enhancement, innovation, and market expansion. Thus, business development strategy can be understood as a structured plan to enhance competitiveness by leveraging internal strengths and external opportunities.

For Micro, Small, and Medium Enterprises (MSMEs), development strategy is crucial. Tambunan (in Shalsabila & Widodasih, 2023) notes that strategy helps MSMEs define their development direction to survive and grow amid competition. A well-formulated strategy encourages proactive market adaptation and product innovation, enabling businesses to create added value. In essence, business development planning is not only a growth plan but also a strategic action that combines strengths, opportunities, and resources to achieve competitive advantage and long-term sustainability. In this study, the business development strategy concept is applied to evaluate the steps Puding B'Happy must take to remain competitive in the culinary industry using SWOT analysis.

#### *Concept of Micro, Small, and Medium Enterprises (MSMEs)*

MSMEs play a significant role in supporting the national economy, particularly by providing employment and strengthening community economic structures. Tarigan and Ompusungu (2023) argue that MSMEs act as key drivers of regional economies, as they are independently managed, create job opportunities, and directly contribute to community welfare. This aligns with Wahyuniarso (in Tarigan & Ompusungu, 2023), who notes that MSMEs have proven resilient during crises and are primary actors in local economic activities.

Tambunan (in Shalsabila & Widodasih, 2023) emphasizes that MSMEs are the most common type of business in Indonesia, contributing to local economic development through market creation and innovation. Therefore, strategies formulated by MSME actors are crucial for adapting to business environment changes and sustaining operations amid competition. However, MSMEs face significant challenges, including limited capital, insufficient business knowledge, restricted market access, and complex regulations (Permatasari, in Hidayat et al., 2024). Abdurrahman (in Yulietta et al., 2023) stresses that MSME entrepreneurs must innovate and adapt to remain competitive, as internal issues such as weak management and human resource quality often hinder business growth.

Hakam et al. (2022) identify human resource (HR) development as key to MSME success, as competent HR drives innovation and productivity. Therefore, HR development through training, education, and mentoring is essential to enhance MSME competitiveness. Additionally, limited capital, as highlighted by Jusmayati and Habibah (2019), is a common challenge, making financial institutions like cooperatives vital for providing accessible funding. In today's rapidly evolving technological era, digital marketing also presents both challenges and opportunities for MSMEs (Novianti & Adji, 2024). Many entrepreneurs have yet to maximize social media and digital platforms, despite evidence that digital marketing effectively increases market reach and sales.

Puding B'Happy, the focus of this study, faces similar challenges. As a culinary MSME, it contends with limitations in digital marketing, human resources, and production facilities. While it possesses strengths in product innovation and personalized service, it must strengthen marketing strategies to compete with other culinary products in Makassar. Understanding the MSME concept is therefore crucial, as Puding B'Happy reflects the real challenges and opportunities faced by small business actors. Applying SWOT analysis can help develop strategies to enhance competitiveness and sustainability in the local culinary industry.

### **SWOT Analysis Concept**

SWOT analysis is a strategic planning tool used to evaluate an organization's internal and external conditions, consisting of four components: strengths, weaknesses, opportunities, and threats. By analyzing these elements, business actors can develop strategies to address challenges and capitalize on opportunities. Rangkuti (in Mashuri & Nurjannah, 2020) explains that SWOT is a structured identification process for designing company strategies, emphasizing that effective strategies maximize strengths and opportunities while minimizing weaknesses and threats.

David (in Kemarauwana & Anjanarko, 2021) describes SWOT as a matching tool linking internal and external factors to determine company policies and strategies. It helps organizations understand their competitive position and develop strategies aligned with their strengths and opportunities. Rangkuti (in Adiwilaga & Alfian, 2021) further notes that SWOT assists companies in recognizing critical factors affecting business success, with all four components interrelated to form a foundation for effective strategy development.

The components are defined as follows: Strengths refer to organizational advantages; Weaknesses focus on internal limitations that may hinder development; Opportunities denote external factors that provide growth potential; and Threats identify risks and environmental challenges that may adversely affect the organization. By understanding these dimensions, businesses can create informed strategies that optimize performance and sustain long-term competitiveness.

## **Research Design and Methodology**

This study employed a qualitative descriptive method aimed at explaining and analyzing in depth the business development strategy of Puding B'Happy using SWOT analysis. This approach was chosen because the research focuses on processes, conditions, and strategies implemented by the business actors based on real experiences in the field, rather than statistical measurement.

The qualitative descriptive method enables the researcher to portray phenomena or business conditions based on observations and interviews. Using this approach, the researcher can gain a thorough understanding of the development strategies applied by the owner of Puding B'Happy within their contextual setting.

The research was conducted at Puding B'Happy in Makassar, South Sulawesi Province, over a two-month period in 2024. The study involved stages of observation, interviews, documentation collection, and data analysis. The primary research subject was the owner of Puding B'Happy, serving as the main informant, with several customers acting as supporting informants. Informants were selected based on their knowledge and direct experience related to the research object. Primary data were collected directly through interviews and observations of the business owner and customers.

Data collection techniques included direct observation of production processes, customer service, and marketing activities; in-depth interviews with the owner and customers to gather information regarding the business's strengths, weaknesses, opportunities, and threats; and documentation, including activity records, photographs, and relevant archives to support the observations and interviews.

The main instrument in this study was the researcher (human instrument), as they were directly involved in data collection, analysis, and drawing conclusions. Data analysis was conducted using SWOT analysis to identify internal and external factors affecting the business. The analytical stages included data reduction, data presentation, and conclusion drawing.

## **Findings and Discussion**

### *Findings*

Based on the results of observations, interviews, and documentation of information from the owner and customers of Puding B'Happy, several key findings were identified regarding the internal and external conditions of the business, which serve as the foundation for developing growth strategies. The study employed a SWOT analysis approach to identify the strengths, weaknesses, opportunities, and threats of the business.

Internal factors revealed several strengths, including products packaged in bottles using high-quality fresh fruits, visually appealing packaging with artistic value, personalized and friendly customer service, affordable pricing compared to competitors, and consistent product quality with a variety of flavors preferred by consumers. However, some weaknesses were also identified, such as limited workforce resulting in low production capacity, basic production facilities, promotional activities that were unplanned and limited to social media, and the absence of a permanent sales location, with most transactions conducted through pre-orders (Manggu & Beni, 2023).

External factors highlighted significant opportunities, such as the growing public interest in nutritious, light, and natural ingredient-based foods, advancements in information technology facilitating digital marketing, government support for local culinary micro, small, and medium enterprises (MSMEs), and easy access to raw materials and distribution networks in Makassar. Meanwhile, threats included intense competition in the Makassar culinary market, fluctuations in raw material prices, rapidly changing consumer preferences driven by market trends, and potential decreases in purchasing power due to economic instability (Haikal et al., 2024).

Based on the SWOT matrix, development strategies for Puding B'Happy are as follows. The S-O (Strength-Opportunity) strategy leverages the unique product and attractive packaging to expand the market through active digital promotion and collaboration with local partners. The W-O (Weakness-Opportunity) strategy focuses on overcoming resource limitations by enhancing employee training and collaborating with other MSMEs. The S-T (Strength-Threat) strategy emphasizes product and packaging innovation to maintain competitiveness amid changing market trends. The W-T (Weakness-Threat) strategy involves cost efficiency, staged production scheduling, upgrading production facilities, and maintaining customer relationships to mitigate market competition and economic uncertainties.

The study indicates that the most suitable development approach for Puding B'Happy is a differentiation and focus strategy, emphasizing continuous innovation in bottled pudding products with fresh fruit flavors and expanding digital marketing to reach a broader market. These findings align with the research of Manggu and Beni (2023) and Haikal et al. (2024), which highlight the importance of innovation and digital technology utilization to strengthen the position of culinary MSMEs. However, this study specifically focuses on product innovation and operational efficiency as the foundation for business development strategies.

### *Discussion*

Based on the findings of this study, strategies for developing Puding B'Happy were determined through a SWOT analysis that considered various internal and external factors influencing business sustainability. The analysis produced several key strategies focused on enhancing product innovation, operational efficiency, and optimizing digital marketing efforts.

The results indicate that product innovation is the primary strength of Puding B'Happy. This aligns with Wheelen and Hunger (as cited in Sudirwo et al., 2025), who argue that competitive advantage can be achieved through product differentiation and continuous innovation. Puding B'Happy delivers added value through its bottled pudding made with fresh fruit and attractive packaging, distinguishing it from competitors in the Makassar culinary market. Furthermore, personalized service and consistency in flavor serve as drivers of customer loyalty. These findings reinforce the research of Shalsabila and Widodasih (2023), which emphasizes that product quality and service significantly impact customer loyalty and business reputation. In the context of Puding

B'Happy, friendly interactions and direct engagement with customers via social media prove to be effective strategies for maintaining long-term relationships.

Regarding weaknesses, limited human resources and basic production facilities pose challenges to increasing business capacity. However, the development strategy addresses these limitations through employee training, production time management, and the implementation of a pre-order system. This approach is consistent with Tambunan's perspective (as cited in Shalsabila & Widodasih, 2023), which states that MSMEs must optimize existing resources to overcome constraints in capital and labor.

The most significant opportunities stem from advancements in digital technology and the growing trend toward healthy food consumption. Puding B'Happy has leveraged social media platforms such as Instagram and WhatsApp for promotion, allowing market expansion at relatively low cost. These findings align with Haikal et al. (2024), who found that active use of digital media can enhance sales and ensure the sustainability of culinary businesses in the modern era. Therefore, implementing a digital marketing strategy is a crucial aspect of market development and brand image creation.

Meanwhile, the main challenges for Puding B'Happy include increasing competition and fluctuations in raw material prices. The business addresses these challenges through cost efficiency and product variant innovation to meet consumer preferences. This approach is consistent with Rangkuti's view (as cited in Fikram, 2023), which emphasizes that SWOT analysis assists entrepreneurs in formulating strategies that adapt to changes in the business environment.

Overall, the findings suggest that the most suitable strategy for Puding B'Happy is a differentiation and focus strategy, emphasizing product uniqueness, flavor innovation, and attractive packaging while strengthening digital marketing efforts. This approach enables Puding B'Happy to maintain its existing customer base and attract new consumers amid the competitive culinary market. The study confirms the findings of Manggu and Beni (2023), who assert that SWOT analysis is effective for formulating development strategies for MSMEs, particularly in the culinary sector. However, this study contributes new insights by highlighting the importance of integrating product innovation with digital marketing strategies, an aspect that has received limited attention in previous research.

## **Conclusion**

Puding B'Happy, as a micro-enterprise, demonstrates strong potential for growth due to its unique product innovation, attractive packaging, and consistent quality, which have fostered high customer loyalty. The use of digital platforms like Instagram and WhatsApp supports market expansion, while opportunities exist to diversify products and establish the brand as a local specialty. Challenges include limited production facilities, workforce, and digital marketing skills, alongside external competition and fluctuating raw material prices. By leveraging internal strengths, capitalizing on digital opportunities, and mitigating weaknesses and external threats through strategic actions such as facility upgrades, digital promotion, and partnerships, Puding B'Happy can achieve sustainable growth and strengthen its position in the local culinary market.

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