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Business Development Strategy of Mixue Using Swot Analysis (A Case Study At PT Zhisheng Pacific Trading)

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Abstract. This study aims to develop an effective business strategy for MIXUE, an ice cream company in Indonesia, using the SWOT analysis method. The analysis results show MIXUE's strengths in product quality and innovation, weaknesses in the lack of promotion and limited funding, opportunities in expanding distribution networks and focusing on new product development, and threats in competition and fluctuating raw material prices. Based on the analysis results, SO strategy is recommended to utilize strengths to take advantage of opportunities, WO strategy to focus on new product development and promotion, ST strategy to maintain quality and seek competitive advantage, and WT strategy to reduce production costs and strengthen risk management. By implementing these strategies, MIXUE can develop its business more effectively and improve its market position in the ice cream industry in Indonesia.

Keywords: SWOT Analysis; Business Strategy; Business Development; Internal Factors; External Factors

A. INTRODUCTION

Strategy is a planned and measurable action plan to achieve long-term business goals. In the context of the ice cream business, the right business strategy will help the company expand market share, enhance competitiveness, and win in an increasingly competitive market.

The right business development strategy will involve identifying the company's internal strengths and weaknesses, as well as the external opportunities and threats present in the business environment. In the context of MIXUE, the appropriate business development strategy may include several aspects, such as new product development, distribution expansion, product quality improvement, and utilization of technology.

SWOT analysis will be used to identify internal and external factors that influence MIXUE's business performance. This SWOT analysis will encompass identifying the company's internal strengths and weaknesses, as well as the opportunities and threats faced by the company. Based on the analysis results, the author will formulate the appropriate business development strategy for MIXUE.

This company that sells ice cream and tea drinks first appeared in Indonesia in 2020. Mixue's first outlet was at Cihampelas Walk, Bandung. The Mixue franchise rights in Indonesia are held by PT Zhisheng Pacific Trading. The total number of Mixue outlets as a whole is 22,276 worldwide. According to Nikkei Asia, the total number is even predicted to continue to grow to 30,000 outlets by the end of 2022.

Based on sources from dataindonesia.id, Mixue outlets occupy the 5th largest position in the world with a total of 21,582 outlets in 2021. Their position is still inferior to other food & beverage (F&B) outlets which are no less popular all over the world.

A. LITERATURE REVIEW

1. SWOT analysis

SWOT analysis can also be explained with the strategic planning framework in developing new business strategies that can be used to determine the company's success in achieving its targets. SWOT is used in assessing the strengths and weaknesses of the resources owned by the company as well as the opportunities or opportunities to the challenges faced by the company. This analysis includes efforts to identify the elements that determine company performance (Mashuri & Nurjannah, 2020). A detailed explanation of the points contained in the SWOT analysis is as follows.

- **Strength**, defined as resources, skills, or other advantages related to the company's competitors and market needs that can be served by the company that is expected to be served
- **Weakness**, is a limitation or deficiency in resources, skills, and capabilities that effectively hinders company performance
- **Opportunity**, which is an important profitable situation in the corporate environment. Important trends are a source of opportunities, such as technological changes and

increased relationships between companies and buyers or suppliers are a picture of opportunities for companies

- **Threats**, are important unfavorable situations in the corporate environment. Threats are the main distraction for the company's current or desired position. The existence of new or revised government regulations can pose a threat to the company's success.

While the Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threats (ST), and Weakness-Threats (WT) strategies are recommended strategies that can be applied based on the analysis obtained. Tamara (2016) explains in more detail regarding Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threats (ST), and Weakness-Threats (WT) strategies which can be described as follows.

- **Strength-Opportunity (SO)**, is a strategy resulting from the collaboration of the strengths and opportunities faced by the company.
- **Weakness-Opportunity (WO)**, is a collaborative strategy of the weaknesses and opportunities faced by the company
- **Strength-Threats (ST)**, is a collaborative strategy of the strengths and threats faced by the company
- **Weakness-Threats (WT)**, is a collaborative strategy of the weaknesses and threats faced by the company

2. About MIXUE

MIXUE is an ice cream brand originating from China and started entering the Indonesian market in 2013. This brand is owned by a company called PT Zhisheng Pacific Trading, which is located in Jakarta, Indonesia. This brand is known for its unique and innovative flavors of ice cream, such as durian, greentea, taro, and many more.

Since the beginning of its presence in Indonesia, MIXUE has succeeded in winning the hearts of local consumers. This can be seen from the increasing number of MIXUE outlets spread across various cities in Indonesia. MIXUE also often presents attractive promos that are of interest to consumers, such as price discounts and free toppings.

In addition, MIXUE also actively participates in various events and exhibitions held in Indonesia, such as the Jakarta Fair, Night Market and Culinary Festival. This shows the company's commitment to introducing the MIXUE brand and products to the Indonesian people.

Despite facing increasingly fierce competition in the Indonesian ice cream market, MIXUE has managed to maintain its position as a popular ice cream brand in Indonesia. This shows that MIXUE has the right business strategy and is able to adapt to the needs and preferences of local consumers.

3. Business Development Strategy

In general, business development strategies can be classified into two parts, namely internal environmental analysis and external environmental analysis (Sukarno & Ahsan, 2021).

- **Internal Environment Analysis**

Internal environmental analysis is a way to introduce and identify various aspects of the company such as human resources, company management development, and teamwork. This analysis is an approach to business functions as an action that aims to analyze the company's internal factors which consist of the company's strengths and weaknesses. Internal environmental analysis is usually carried out on functions such as management, marketing, finance, production, and operations (Dewi, 2022).

- **External Environment Analysis**

External environment analysis is a strategy in analyzing various opportunities and threats originating from outside the company. There are five categories of external factors consisting of economic, socio-cultural, environmental, government, technological, and competitive industry factors (Sari et al., 2021).

The MIXUE business development strategy is the steps taken by PT Zhisheng Pacific Trading to optimize the MIXUE ice cream business in the Indonesian market. This strategy aims to increase MIXUE's business growth and performance in the long term. Following are some MIXUE business development strategies that can be carried out by PT Zhisheng Pacific Trading:

- **Improving Product Quality:** Companies need to improve the quality of MIXUE ice cream products to maintain consumer loyalty. For this reason, companies can use high-quality ingredients, maintain consistent production standards, and innovate in product flavors and variants.
- **Outlet Expansion:** Companies can expand market reach by opening new outlets in strategic places, such as shopping centers, stations and airports. This can increase the visibility of the MIXUE brand and increase product sales.
- **Utilization of Technology:** The use of technology can help companies speed up production processes and improve product quality. Companies can use more modern and sophisticated refrigeration technology so they can produce products with better quality.
- **Penetrate New Markets:** Companies can develop new markets by targeting a wider and more diverse consumer segment, such as children, youth and adults. Companies can also develop special product variants for specific markets, such as low-sugar ice cream products for consumers who avoid sugar.
- **Partnerships:** Companies can enter into partnerships with other parties, such as restaurants, cafes or stalls, to sell MIXUE ice cream products. This can help companies to expand market reach and increase product sales.

To find out whether MIXUE's business development strategy is effective or not, companies need to regularly evaluate and monitor business performance and customer satisfaction. In addition, the company also needs to make adjustments and improvements to its strategy when needed to respond to challenges and market changes that are constantly evolving.

B. RESEARCH METHODOLOGY

The research method used in this research is a case study with a qualitative approach. A qualitative approach is used to describe and understand a phenomenon that occurs in a particular context in depth. Case studies are used because this research will focus on the case of PT Zhisheng Pacific Trading as the owner of the MIXUE ice cream business.

In this study, the data collected will be through two types of sources, namely primary sources and secondary sources. Primary data sources were obtained from direct interviews with related parties at PT Zhisheng Pacific Trading, such as management and employees. Interviews will be conducted to obtain information about MIXUE's business development strategy that is being carried out and the results that have been achieved. Secondary data sources were obtained from business-related literature and SWOT analysis on companies.

After the data is collected, this study will use SWOT analysis to evaluate the MIXUE business development strategy at PT Zhisheng Pacific Trading. SWOT analysis is used to identify the strengths, weaknesses, opportunities and threats of the MIXUE business in the company. The results of this analysis will assist in determining recommendations for a more effective and efficient MIXUE business development strategy.

In this study, data analysis techniques will be used which include data reduction, data presentation, and drawing conclusions. Data reduction is done by eliminating irrelevant or duplicate data. Furthermore, the data is presented in narrative and tabular form to facilitate understanding. Conclusions are drawn by combining information from primary and secondary data sources as well as the results of SWOT analysis to provide recommendations for the MIXUE business development strategy at PT Zhisheng Pacific Trading.

C. RESULTS AND DISCUSSION

The results of this study indicate that PT Zhisheng Pacific Trading has carried out several MIXUE business development strategies that have succeeded in increasing their business growth. The following are the results and discussion of this study:

1. SWOT analysis

The results of the SWOT analysis show that the MIXUE business has several strengths, such as unique flavors and innovative product variations. However, the MIXUE business also has several weaknesses, such as limitations in product promotion and distribution. On the other hand, MIXUE's business opportunity looks quite large, such as the increasing demand and the growing artisanal ice cream market in Indonesia.

However, the MIXUE business is also faced with several threats, such as increasingly fierce competition from other ice cream businesses.

The presentation of the SWOT analysis of PT Zhisheng Pacific Trading uses a table which divides each sub-section of strengths, weaknesses, opportunities and threats. This is intended to make it easier for the reader to understand and map each point of analysis. SWOT analysis and strategy SO, WO, ST, WT are presented in the table below:

Table 1. SWOT Analysis of PT Zhisheng Pacific Trading

External Factors	SWOT Analysis	Internal Factors	
		Strength	Weakness
		<ul style="list-style-type: none"> MIXUE ice cream products have a unique taste and high quality There is an extensive distribution network in major cities in Indonesia Existence of aggressive and innovative marketing Have a good brand image among consumers of premium ice cream 	<ul style="list-style-type: none"> The price of MIXUE products is relatively more expensive compared to other ice cream MIXUE's sales are still limited to big cities, not yet reaching small areas There is intense competition in the premium ice cream market Limited variety of flavors in MIXUE ice cream products
	Opportunity	SO	WO
	<ul style="list-style-type: none"> There is an increase in market demand for premium food and beverage products Opportunity to expand distribution network to small areas Opportunity to add variety of flavors to MIXUE ice cream products There is public awareness of the importance of a healthy lifestyle, so that organic ice cream products can become a business opportunity 	<ul style="list-style-type: none"> Increasing MIXUE production to meet increasing market demand. Expanding the MIXUE distribution network to unreached areas. Develop more innovative MIXUE flavors to attract consumer interest. 	<ul style="list-style-type: none"> Improving the quality of MIXUE products to be more competitive in the market. Optimizing the use of technology in production and delivery processes to increase business efficiency and effectiveness. Establish partnerships with producers of raw materials to reduce production costs and improve product quality.
	Threats	ST	WT
	<ul style="list-style-type: none"> Intense competition from other premium ice cream brands Fluctuations in the price of raw materials that can have an impact on the selling price of MIXUE products Changes in consumer trends and tastes There is a possibility of regulatory or policy changes affecting the ice cream industry 	<ul style="list-style-type: none"> Improving the quality of services and MIXUE products to maintain consumer loyalty. Establish cooperation with local governments to strengthen regulation and protection of illegal ice cream businesses. Forge partnerships with shipping companies to ensure safe and timely delivery of MIXUE products. 	<ul style="list-style-type: none"> Improving the quality of MIXUE products to reduce the risk of losing consumers to competitors. Increase the efficiency and effectiveness of production to reduce production costs and ensure business continuity. Optimizing marketing and promotional campaigns to increase awareness and brand awareness of MIXUE products.

2. MIXUE Business Development Strategy

PT Zhisheng Pacific Trading has carried out several MIXUE business development strategies that have succeeded in increasing their business growth, such as:

• Improving Product Quality

PT Zhisheng Pacific Trading continues to innovate and develop MIXUE products to meet customer needs and tastes. The company also improves the quality of raw materials and production processes to produce high quality products.

- **Market Expansion**

The company is expanding its market by opening new stores in several strategic locations. In addition, the company also cooperates with large stores such as supermarkets and restaurants to increase market penetration.

- **Increase Promotion**

PT Zhisheng Pacific Trading increases the promotion of MIXUE products in various ways, such as holding promotional events, advertising on social media, and collaborating with influencers to expand market reach.

- **Increase Production Efficiency**

The company also increased production efficiency by improving production planning and management systems. This helps companies to increase productivity and reduce production costs.

3. MIXUE Business Development Strategy Recommendations

The following are some recommendations for the MIXUE business development strategy that PT Zhisheng Pacific Trading can take based on the results of this study:

- **Improving Product Quality and Innovation**

Companies can continue to innovate and develop MIXUE products that are more unique and of high quality in order to meet customer needs and tastes.

- **Increasing market penetration**

Companies can maintain and enhance cooperation with major stores and seek new partnerships to increase market penetration.

- **Broaden the reach of promotions**

PT Zhisheng Pacific Trading can expand the range of promotion of MIXUE products by utilizing social media and influencers. In addition, companies can hold promotional events regularly to introduce MIXUE products to potential customers.

- **Increase Production Efficiency**

Companies can continuously improve the management system and production planning to improve production efficiency and reduce production costs. This can be done by conducting a value added analysis (value stream mapping) to identify ineffective production processes and improve them.

- **Developing New Products**

Companies can develop new products that are more innovative and in line with market trends. This can be done by conducting research and developing new products, as well as cooperating with experts in the culinary field and the ice cream industry.

- **Improving Service Quality**

In addition to improving product quality, companies can also improve the quality of services provided to customers. This can be done by providing friendly and fast service in serving customers.

- **Improving the quality of human resources**

PT Zhisheng Pacific Trading can improve the quality of human resources by providing training and skills development to employees. This will help improve the quality of products and services provided to customers.

D. CONCLUSIONS AND SUGGESTIONS

Based on the results of the research and discussion that has been done, it can be concluded that PT Zhisheng Pacific Trading as a company that manufactures and sells MIXUE ice cream products has the potential to continue to grow and expand the market.

In order to develop the MIXUE business, companies need to apply the right business development strategy. From the SWOT analysis, the company has strengths that can be utilized to face challenges and take advantage of existing market opportunities. Several strategies that can be implemented include increasing production efficiency, developing new products, improving service quality, and improving the quality of human resources.

In the short term, PT Zhisheng Pacific Trading can focus on increasing production efficiency and adding more innovative product variants, while in the long term the company needs to expand the market and pursue expansion into new areas. It is hoped that the results of this research can provide benefits and contributions to PT Zhisheng Pacific Trading and similar companies in developing their business.

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