

## **BUSINESS DEVELOPMENT STRATEGY ANALYSIS (Case Study in Ucok Durian)**

**Fitri Anggraini Berutu<sup>1</sup>, Ricky Julius Salim<sup>2</sup>, Rivael Rivaldo Situmorang<sup>3</sup>,  
Januardin<sup>4</sup>, Rintan Br. Saragih<sup>5</sup>**

Prima Indonesia University/Faculty of Economics <sup>1,2,3,4</sup>, Indonesian Methodist  
University<sup>5</sup>

### **ABSTRACT**

*The aim of this research is to analyze the strategies that influence Ucok Durian's business development. In this research, there are several strategies implemented by Ucok Durian in developing his business. Strategy is a program to determine and achieve company goals and implement its mission. In this study, researchers chose the location of UCok Durian, Medan City as a research location for conducting research on business development strategies. The method used in this research uses a qualitative research method with a descriptive approach, and the sources in this research consist of 3 sources, namely 1 (one) owner and 2 (two) consumers of ucok durian. Data collection for this research was carried out in interviews, observation and documentation. From the research results based on data collection, a strategy was obtained using SWOT analysis to determine the strengths, weaknesses, opportunities open to the company and a number of identified threats in maintaining product quality, improving service and product sales. The ucok durian business has weaknesses, especially in the use of technology and promotion, but also has the strength to improve these weaknesses. Based on the results of the interview, it was found that ucok durian also carried out a business development strategy through marketing communication strategies which were categorized as good through direct sales and through news in introducing durian products so that consumers were attracted and interested in making purchases.*

**Keywords:** *Business Development Strategy, SWOT Analysis, Marketing Communication Strategy.*

**Correspondence:** Januardin, SP. MM. Prima Indonesia University, Medan. Email:  
januardin.manullang@gmail.com

## INTRODUCTION

Competition in the business world is currently in a state of very tight competition. Each business, both large and small, tries to show the superiority of each product in order to attract consumers. Without consumers, companies, especially culinary businesses, will lose their income, which will result in the business going bankrupt. To achieve the goals of every competing company, every business needs to implement strategies in business competition.

One of the famous culinary businesses in the city of Medan is the Ucok Durian business. Ucok Durian Medan is one of the durian brands that is very popular in Indonesia, especially in the city of Medan. Durian is a tropical fruit that has a unique taste and distinctive aroma. Ucok Durian Medan offers various types of processed durian, such as durian pancakes, durian ice, durian cake, and so on. This brand has won awards and is widely known among the public, especially durian lovers.

Even though there are many similar business competitors, Ucok Durian is still in demand by many customers from Medan and outside the city. Therefore, Ucok Durian is required to be able to provide guarantees to its customers who want to enjoy the best quality durian so that it can become one of the favorite culinary tourism destinations in Medan. However, behind the success of the Ucok Durian Medan brand, there are factors that influence it. A qualitative approach in research can be used to explore and understand these factors. By conducting in-depth interviews with various related parties, such as consumers, durian entrepreneurs, and other related parties, detailed information can be obtained about the factors that influence the success of the Ucok Durian Medan brand.

Every culinary business must try to increase the existing strengths in its business by providing the best quality for every product it sells. Apart from that, communication is also needed so that the marketing carried out is right on target and can compete. Even so, alternative strategies must be carefully prepared by every business to anticipate the company's future in tight business competition.

This research aims to understand the business development strategy carried out by Ucok Durian and the consumer perspective on Ucok Durian Medan durian products.

It is hoped that this research can contribute to the development of the Ucok Durian Medan brand and serve as a reference for other entrepreneurs in developing local products based on local culture and characteristics. In carrying out this research, the qualitative research method was chosen because it is more in line with the research objective which is to explore people's perspectives and experiences related to the Ucok Durian Medan brand. This method uses in-depth data collection techniques and involves active participation from research subjects. Based on the description above, the author is interested in taking the research title "Business Development Strategy Analysis (Case Study in Ucok Durian Medan)".

The formulation of the problem of this research is what are the factors that influence the success of the Ucok Durian Medan brand from the perspective of consumers and Ucok Durian Medan staff, what are the effective marketing strategies of Ucok Durian Medan in maintaining and increasing its competitiveness in local and global markets, what are the advantages and Ucok Durian Medan's business challenges in developing high quality and highly competitive local products in the global market, how successful local entrepreneurs are in developing their business by adopting Ucok Durian Medan's business strategies and practices, what is the role of Ucok Durian Medan in promoting and maintaining the local culture of North Sumatra through quality local products that are appreciated by the community, knowing the factors that influence the success of the Ucok Durian Medan brand from the perspective of Ucok Durian Medan consumers and staff, knowing the effective marketing strategies of Ucok Durian Medan in maintaining and increasing its competitiveness in local and global markets, knowing What are the advantages and challenges of the Ucok Durian Medan business in developing local products of high quality and competitiveness in the global market, knowing the success of local entrepreneurs in developing their business by adopting Ucok Durian Medan business strategies and practices, knowing the role of Ucok Durian Medan in promoting and maintaining local culture of North Sumatra through quality local products that are appreciated by the community?

## LITERATURE REVIEW

Business is an activity carried out regularly and continuously with the aim of making a profit, whether carried out by individuals or business entities in the form of legal entities or not in the form of legal entities, which are established and domiciled in a region within a country. According to Law no. 9 of 1995, what is meant by small business is a business with a net worth of no more than IDR 200 million, excluding land and buildings where the business is located. With annual net sales of a maximum of IDR 1 billion.

According to Abdullah and Tantri (2016:2), marketing is a total system of business activities designed to plan, determine prices, promote and distribute goods that can satisfy the desires and services of both current and potential consumers. .

According to Kotler and Keller (2016:48), price is one of the most important marketing elements. According to him, setting the right price must be based on a deep understanding of customers, competitors, product positioning and the company's business goals.

According to Kotler and Keller (2012: 166), customer purchasing decisions are influenced by four main factors, namely needs, desires, products and shopping. According to him, customers will consider the expected benefits of a product or service, as well as price, quality, brand and promotion factors before making a purchasing decision.

According to Kotler and Keller (2012: 258), a brand is a name, term, sign, symbol, or design, or a combination of them, which is intended to identify the goods or services of a seller or group of sellers and to differentiate them from their competitors.

According to Kotler and Keller (2012: 151) states that consumers are "individuals or groups who buy or have the potential to buy products, services, or ideas to fulfill their needs and desires."

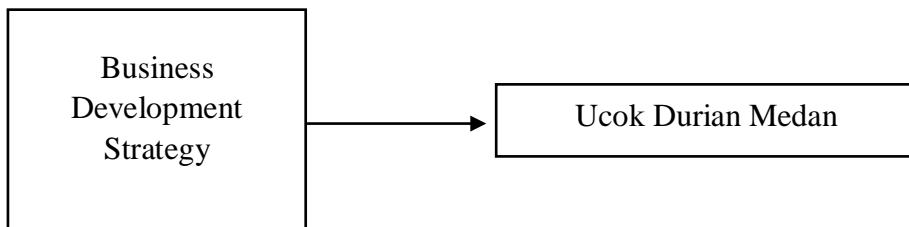
## METHOD

Research methods or often also called research methodology is a design or research plan. Research methods are scientific ways to obtain data with specific purposes and uses (Sugiyono, 2016:2).

The type of research being studied is qualitative descriptive research. Qualitative research is a research method used to reveal problems in the work life of government, private, community, youth, women, sports, arts and culture organizations, so that it can be used as a policy to be implemented for social welfare (Gunawan, 2013: 80) . Literally, as the name suggests, qualitative research is a type of research where the findings are not obtained through a quantification process, statistical calculations, or other forms of methods that use numerical measurements. Qualitative means something related to aspects of quality, value or meaning that lie behind the facts. Quality, value or meaning that can only be expressed and explained through linguistics, language or words (Gunawan, 2013:82).

Qualitative research is descriptive analytical in nature. The data obtained, such as observation results, interview results, photo analysis of documents, field notes, is compiled by researchers at the research location, not expressed in forms and numbers (Gunawan, 2013: 87). According to Hikmat (2011:37), qualitative methods produce descriptive data in the form of written or spoken words from people and behavior that can be observed. Qualitative methods are used with several considerations:

- a. Adapting qualitative methods is easier when faced with multiple realities.
- b. This method presents directly the nature of the relationship between researchers and respondents.
- c. This method is more sensitive and more adaptable to many sharpening collective influences and to the value patterns encountered. Qualitative research develops designs that are continuously adapted to the realities in the field, it does not have to use designs that have been drawn up strictly and rigidly, so they cannot be changed again.



**Figure 1. Conceptual Framework**  
**Source: Processed, 2024**

**Table 1. Categorization**

No	Written Concept	Categorization/Indicators
1	<b>Ucok Durian Medan</b> <b>Marketing</b> <b>Communication</b> <b>Strategy</b>	<b>1. Attention</b> (attention) <b>2. Interest</b> (interest) <b>3. Desire</b> (desire)

**Source: Processed data, 2024**

The explanation regarding each of the categories above is as follows: 1. Attention means a person's desire to look for and see something. In the Medan "Ucok Durian" research, many consumers paid attention because many local and non-local tourists came to visit the "Ucok Durian" outlet. 2. Interest means a feeling of wanting to know about something that creates a special attraction for consumers. Researchers saw that many tourists were interested in coming to visit the "Ucok Durian" outlet, ranging from ordinary people, artists, to even the president who had stopped by the outlet. 3. Desire means a desire that arises and arises from the heart about something that attracts attention. This stage is the stage where consumers are willing to stop by "Ucok Durian" Medan.

Research informants are individuals who are invited to provide information about the situation and background of the research being conducted. Informants must have sufficient knowledge related to the problem being researched and be willing to provide accurate and complete information. In this research, the informants interviewed consisted of the owner and employees of Ucok Durian Medan who had been selected using the snowball sampling technique. This method allows researchers to determine

informants by considering the suitability of the research topic required and stopping the search for informants after the required data has been collected. To ensure that the information provided is correct and accurate, several criteria have been set for selecting key informants, including: 1. Owner of Ucok Durian Medan, Mr. Zainal Abidin Chaniago Alias Ucok. 2. Ucok Durian Medan consumer, Bella Saputri. 3. Medan Ucok Durian Consumer, Bagus Pratama

Data collection methods are the methods that the author uses to collect data. In this research, the author used several data collection techniques, namely:

1. Interview

Interviews are a method of collecting data by means of researchers asking questions verbally to someone (informant or respondent). While conducting interviews, researchers can use guidelines in the form of interview guides or use questionnaires (in survey research). There are times when a researcher carries out the interview process secretly so that the person being interviewed does not realize that he or she is being the object of research (Martono, 2016: 85).

2. Observation

Observation is a process of observing using our five senses. A researcher can make observations in various ways depending on the conditions of the community where the research is conducted. Social science researchers can use their eyes, ears and skin to describe the hustle and bustle of a hot afternoon in a big city, or describe the silence of a cold village.

3. Documentation

Documentation is a data collection method that is carried out by collecting various documents related to the research problem. This document can be in the form of research results, photographs or drawings, diaries, laws, someone's work and so on. It can also only be supporting data in exploring research problems (Martono, 2016: 87).

The data reduction process is a sensitive thinking process that requires intelligence, breadth and depth of insight. The amount of data obtained from the field is quite large,

therefore it needs to be recorded carefully and in detail. The longer the author is in the field, the greater the amount of data. For this reason, it is necessary to carry out data reduction. Data reduction means summarizing, selecting the main things, focusing on the important things. In this way, the reduced data will provide a clearer picture, and make it easier for writers to collect data.

Data presentation is a process that will be carried out after reducing the data. In qualitative research, data presentation can be done in the form of short descriptions, charts, relationships between categories and the like.

Drawing conclusions/verification is a new finding that did not previously exist. Findings can be in the form of a description or picture of an object that was previously still dim or dark so that after examination it becomes clear. So in this way the writer can explain the conclusions from a written point of view to emphasize the thesis research. (Sugiyono, 2016:247-252)

The research location is the place where research will be conducted and where information will be obtained to answer existing social problems. As a researcher, you must know the location of the research location. This is used to make it easier for researchers to find the sources of information needed. This research was conducted at Ucok Durian Medan, Jl.Wahid Hasyim No. 30 – 32, Babura, Medan Baru, Medan City, North Sumatra. The duration of this research lasts 3 (three) months starting from September 2023 to November 2023.

Ucok Durian is a shop outlet that provides souvenirs in the city of Medan. The characteristic of the products sold at this outlet is the durian fruit which is a favorite because it tastes sweet and sticky. Durian offered at this outlet has prices ranging from IDR 50,000 to IDR 200,000 where the price is adjusted to the size of the durian. This outlet is also open 24 hours a day. The location of Ucok Durian Medan is on Jalan KH Wahid Hasyim No. 30-32, Babura, Medan Baru, Medan city, North Sumatra. The Ucok Durian building is dominated by green and yellow and has two floors and can accommodate around 300 visitors. This outlet has more than 30 employees who work 24 hours a day. These employees have their respective duties, where some are in

charge of selecting, splitting fruit and some are in charge of being cashiers and some are cleaning the outlets every day.

## RESULTS AND DISCUSSION

### General description of the Ucok Durian Medan business

The Ucok Durian Medan business was founded by Zainal Abidin Chaniago or familiarly known as Ucok. Ucok durian is now located on Jl. KH Wahid Hasyim No. 30-32, Babura, Medan Baru, Medan City. Ucok dared to open his own business about 25 years ago, starting with a street vendor until he achieved the success he has now, namely having a large space and turnover and having more than 30 employees with their respective duties.

### Business Development Strategy

To attract and retain customers, Ucok Durian applies the tip: "If the fruit tastes bad or doesn't suit your taste, buyers are welcome to exchange it." With an uninterrupted supply of durian every day in very large quantities, business owners continue to strive to master market characteristics with services and innovations that continue to be developed with a focus on customer satisfaction being the secret to the success of the ucok durian business.

From the results of research and interviews conducted by researchers with Mr. Zainal Abidin as the owner of the Ucok Durian business and two consumers from Ucok Durian, the researcher summarizes the business development strategies that will be discussed in this research.

### Marketing Strategy through SWOT Analysis

SWOT analysis is the systematic identification of various factors to formulate a business development strategy consisting of Strengths, Weaknesses, Opportunities and Threats.

**Table 2. SWOT Analysis of the Ucok Durian Business**

Strength	Weakness
<p>1. It is well known in Indonesia, especially in the city of Medan.</p> <p>2. Many visitors come, especially on Saturday nights, Sundays and Sundays, especially holidays.</p> <p>3. Delicious taste, price is set based on the shape and aroma of the durian. The business motto is that if the durian doesn't suit the customer, it can be replaced.</p> <p>4. Employees are very friendly.</p>	<p>1. Does not utilize technology (does not accept online sales and online orders).</p> <p>2. It is very difficult to meet the owner of the durian ucok.</p> <p>3. There is a lack of promotion, so buyers are only from those who can afford it because the price is quite expensive.</p> <p>4. There are no other products for sale.</p>
Opportunity	Threat
<p>1. Developing the business so that it is better known not only in Indonesia but also in other countries.</p> <p>2. Opens the opportunity to receive other products besides durian.</p>	<p>1. The supply of durian decreases when it is not durian season.</p> <p>2. Consumers cannot order durian by utilizing online sales so they have to order on the spot.</p>

**Source: Processed data, 2024**

The UCOK Durian Medan business can use its strengths to overcome threats with product innovation strategies and improve services and maintain good relationships with customers. However, ucok durian does not want to expand its business overseas, they are more focused on opening a ucok durian branch in Medan so that the local market becomes the main focus of ucok durian.

**Ucok Durian Marketing Communication Strategy**

After conducting research for a period of approximately three months, researchers found that the ucok durian strategy, especially the communication strategy in attracting consumers to come to their place, might be able to inspire other entrepreneurs. The researcher observed the research object directly from how Ucok Durian was able to stand until now and this can be seen from the results of the interview with Mr. Zainal Abidin as the business owner, namely as follows:

"The first time I thought about opening this business was in 1995 when I thought that I had to have my own income, with the experience and network that I had while I worked alone as a durian transport worker, I had the courage to open my own business stall in the area. Iskandar Muda, at that time I sold 200 pieces and they sold out."

Apart from that, researchers also looked at how the business owner and employees there served every customer who came and greeted the customer in a friendly manner, they also gave a warm smile to the customer and immediately invited the customer to sit down, asked for their order and they were ready to choose durian. and opens the durian fruit and serves it on the consumer's table.

Zainal Abidin as the owner of the Ucok Durian business in Medan City carries out a marketing communications strategy by selling directly by giving out business cards and marketing which is also carried out by utilizing mass media such as collaborating with journalists to create articles in newspapers, magazines and TV news. Apart from that, we also collaborate with GrabFood and GoFood to make it easier for the public to know, this is explained in the following interview with Mr Zainal Arifin.

"For marketing, I usually do direct sales by giving my business cards to customers, and I also have many journalist friends and people who work in the travel sector who often come here to make news material for both local and national journalists such as Tribun Medan , Daily Analisa, Kompas and others and I can also access this business easily via the Grabfood and Gofood applications."

The marketing strategy carried out like this also attracted the attention of consumers who saw and knew about "Ucok Durian" and based on the results of an interview with a consumer named Bella Saputri who said: "The first time I went to this place was when I saw the newspaper and when I visited "To Medan I took my cousin to Ucok Durian" and according to a consumer named Bagus Pratama said: "I found out from my friend, but previously I had seen it on YouTube and I was curious."

Consumer interest in Ucok Durian is because artists and officials are often seen coming to buy durian and this business also provides a guarantee to customers for the durian fruit they sell. If it is not delicious, they can exchange it for another durian without additional costs. This can be seen from resource person Bella Saputri who said: "Every time I come to Medan, I definitely stop by this place. "The durian

offered is delicious, there is a lot of flesh, the taste is sticky and sweet and if the durian is not delicious, it can be exchanged." According to the source, Bagus Pratama said: "Many artists and officials also bought it so I felt interested. "I also like durian because the durian is big and delicious. If the durian is not delicious, you can exchange it."

In the opinion of the interviewees, the things they said were the reasons that made them interested in coming to buy durian fruit at Ucok Durian, Medan City, including being interested when they saw that artists and officials had stopped by to eat durian fruit from the Ucok Durian outlet and the promotions being carried out. By replacing durian that does not suit consumer tastes, it becomes an added value for consumer assessment. Researchers also revealed that apart from direct marketing strategies, the services and guarantees provided by Ucok Durian also maintain the quality of the durian fruit products he sells so that consumers always have a desire (Desire) to buy durian at their place, this can be known from the resource person, Bella Saputri, who said: "I am quite satisfied with the durian I bought here. "The durian is different from the others." According to the source, Bagus Pratama said: "I am very satisfied with the durian here, the durian is delicious, sweet and of good quality."

The place and facilities provided are also supporting facilities in carrying out marketing communication strategies. Ucok Durian Medan provides places that are spots for taking photos for visitors, this place provides a statue holding a durian fruit and there is also a specially designed wall that says ucok durian. The facilities provided really attracted the attention of a consumer named Bella Saputri who said: "The place, the facilities provided are also quite comfortable and the service is good, I like the photo near the wall that says ucok durian." According to Bagus Pratama, he said: "The service is good, the durian is delicious and the place is comfortable."

After the researchers made observations and obtained in-depth interviews with the business owner and 2 consumers in Ucok Durian Medan, it can be concluded that the marketing communication strategy carried out by the Ucok Durian business in Medan is classified as good. This can be seen from the statements that researchers

have observed and interviewed in depth with several consumers who were there. There are several things from the marketing communication strategy carried out by Ucok Durian that can attract consumer interest if seen through the theory used by researchers, namely the AIDA theory, namely: 1. Attention, namely a person's desire to look for and see something, in this case, Ucok Durian does marketing through direct sales and through news in the mass media so that consumers want to see the place. 2. Interest, namely a feeling of wanting to know about something that is attractive to consumers. In this case, researchers see that Ucok Durian Medan has visitors who are officials and artists who are seen by consumers from the mass media. 3. Desire is a desire that arises from the heart about something that attracts attention. Consumers increasingly want to know and taste durian fruit from the promotional guarantee provided. If the durian fruit chosen by employees does not match what consumers want, the durian fruit can be replaced with new fruit at no additional cost. Visitors or consumers who attend the Ucok Durian outlet do not only come from around the city of Medan, many of them are tourists from outside the city, outside the island, some even from abroad. Consumers who stop by Ucok Durian also come from all walks of life and ages, from teenagers to adults. Consumers who come are generally interested in visiting because they see various mass media that publish news about Ucok durian, both from television, newspapers, magazines and YouTube accounts and consumers are interested because many artists and officials visit to taste this delicious fruit. . Ucok durian brings to life a slogan that can make people curious about durian. The slogan is "You haven't been to Medan if you haven't stopped by Ucok Durian". Apart from that, Ucok durian also understands the difficulties buyers have when they want to take durian to another city by plane, so Ucok durian gets around this by opening the contents of the durian and putting it in a tightly wrapped plastic box and to disguise the aroma of the durian he sprinkles it with pandan leaves or coffee. This is what many other durian sellers also imitate because it is more practical. The success of the quality of taste and service makes ucok durian a place that tourists must visit when they stop by the city of Medan, North Sumatra.

## CONCLUSION

Based on results discussion yang has done so researcher draw the following conclusions: 1. Marketing strategy using SWOT analysis where the development of innovation, technology, promotion and expansion of marketing both through print and electronic media is in accordance with trends and consumer tastes with the desired local market target. 2. The marketing communication strategy used by Ucok Durian to attract consumer interest is classified as good. Researchers can find out this based on interviews conducted by researchers with sources, namely Ucok Durian consumers who think that the marketing strategy carried out by Ucok Durian makes them interested in coming. 3. The facilities provided are an attraction for consumers to come and a comfortable place is an added value for ucok durian. 4. Selected durian fruit products are also an added value that attracts consumer interest, the durians sold are sweet and delicious durians. 5. The promotion provides a guarantee for durian fruit that is not according to consumers' wishes and can be exchanged for a new durian without additional costs, which is the main attraction for consumers to try it.

The suggestions that researchers can put forward are as follows: 1. UCok durian must be able to maintain the quality of durian which has become the main trigger for consumer and customer confidence in ucok durian. 2. It is hoped that ucok durian will further improve the way it sells its products by using technology and communication media in its marketing so that it is wider and can spread quickly. 3. It is hoped that in future researchers, business development strategy factors must be observed more widely so that the results obtained are more optimal and research in different locations.

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