



BUSINESS DEVELOPMENT PLAN FOR SCALA WISHES PARFUME

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ABSTRACT

Introduction: The rapid growth of the fragrance industry, driven by increasing consumer awareness of lifestyle, personal identity, and self-branding, has created significant opportunities for local perfume brands in Indonesia. However, the market remains dominated by imported, mass-produced fragrances, while access to premium yet affordable local perfumes with strong emotional value and personalization is limited. Scala Wishes Perfume is a local brand positioned to address this gap by offering high-quality *extrait de parfum* products with a distinctive character and competitive pricing. This study aims to develop a comprehensive business development plan for Scala Wishes Perfume by analyzing internal and external business environments, and the strategic aspects of marketing, operations, human resources, digitalization, innovation, risk management, legal compliance, and financial feasibility.

Method: The research adopts a descriptive qualitative approach, using data collection techniques such as observation, interviews, document reviews, and secondary data analysis from industry reports and market research sources. Strategic analysis tools employed in this study include SWOT analysis, IFAS–EFAS, Porter's Five Forces, Design Thinking, Business Model Canvas, Lean Canvas, and the Timmons Model. Financial feasibility is assessed using Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, Profitability Index, and Net Profit Margin.

Result: The findings indicate that Scala Wishes Perfume has strong market potential supported by favorable industry growth trends and rising demand for premium local fragrances. Financial analysis confirms that the business development plan is economically viable, with positive NPV, a high IRR, a relatively short payback period, and a profitability index above one, indicating efficient capital utilization and attractive investment prospects. The study concludes that Scala Wishes Perfume has strong business potential and competitive advantages, particularly in product differentiation, emotional branding, and omnichannel marketing integration. With a well-focused strategy, effective resource management, and continuous innovation, Scala Wishes Perfume is expected to achieve sustainable growth and strengthen its position within Indonesia's local perfume industry.

INTRODUCTION

The global fragrance industry has demonstrated consistent growth over the past decade, driven by evolving consumer lifestyles, increased awareness of personal grooming, and the role of perfume as a medium of self-

expression and emotional identity. According to Statista (2024), the global perfume market is projected to continue expanding, supported by rising disposable income and the growing demand for premium personal care products. Perfume is no longer viewed merely as a complementary cosmetic item but has become an integral part of lifestyle consumption and personal branding (Kotler & Keller, 2016).

In Indonesia, the fragrance market shows strong growth potential, supported by a large young population, rapid urbanization, and the widespread adoption of digital commerce platforms. Data from Euromonitor International (2023) indicate that Indonesia's beauty and personal care sector continues to grow annually, with fragrances among the fastest-growing segments. The increasing preference for premium yet affordable products has encouraged the rise of local perfume brands that offer distinctive quality and emotional value. However, despite this growth, the domestic perfume market remains dominated by imported brands and mass-produced fragrances, while locally developed perfumes with strong differentiation and personalization remain limited (Deloitte, 2022).

Scala Wishes Perfume operates within this competitive landscape as a local brand positioned to deliver high-quality *extrait de parfum* products with distinctive character and emotional storytelling at accessible price points. Although the market opportunity is promising, emerging local brands such as Scala Wishes Perfume face strategic challenges, including limited brand recognition, constrained resources, volatile consumer preferences, and intense competition from both global brands and rapidly growing local competitors. These challenges underscore the importance of strategic planning to ensure sustainable business development and long-term competitiveness (David, 2017).

From an industry analysis perspective, the perfume business is characterized by moderate to high competitive rivalry, relatively low switching costs for consumers, and increasing threats from new entrants. Supplier bargaining power, particularly for fragrance compounds and packaging materials, also plays a significant role in shaping cost structures and pricing strategies. Using Porter's Five Forces framework (Porter, 2008), the perfume industry can be understood as an environment where differentiation, branding, and customer experience are critical success factors. This analysis provides a foundation for identifying strategic opportunities and competitive advantages for Scala Wishes Perfume.

To translate market opportunities into a viable and sustainable business, the formulation of a comprehensive business development plan is essential. A business plan functions as a strategic instrument that integrates market analysis, operational planning, human resource management, financial projections, and risk mitigation strategies (Scarborough & Cornwall, 2019). Furthermore, a well-prepared business plan enhances decision-making, supports stakeholder engagement, and increases the credibility of the business in attracting investors and strategic partners.

Therefore, this research aims to develop a business development plan for Scala Wishes Perfume through a systematic analysis of internal and external business environments, marketing strategies, operational processes, human resource planning, digitalization initiatives, and financial feasibility. The results of this study are expected to provide a strategic roadmap for Scala Wishes Perfume to achieve sustainable growth, strengthen its competitive position, and contribute to the development of Indonesia's local fragrance industry.

LITERATURE REVIEW

Entrepreneurship

Entrepreneurship is defined as a creative and innovative process of creating added value by opportunities, managing resources effectively, and taking risk to produce goods or services that benefit society. Alvarez, Audretsch, and Link (2017) emphasize that entrepreneurship in the modern era extends beyond merely establishing a business, encompassing an adaptive mindset that responds proactively to technological advancements, consumer behavior, and rapidly changing market dynamics. In the context of Scala Wishes Perfume, involves recognizing emerging trends in the local fragrance industry and translating them into a sustainable business opportunity through innovation, differentiation, and experiential value creation.

Entrepreneurial Process

The entrepreneurial process is a dynamic system centered on opportunity recognition and value creation. According to Timmons and Spinelli (2018), entrepreneurship is driven by the balanced interaction between opportunity, resources, and the entrepreneurial team. Opportunity serves as the core element that determines the scale and direction of resource allocation and team composition. This model underscores that successful ventures do not rely solely on abundant resources but on the entrepreneur's capability to align resources and team competencies with a compelling opportunity. The Timmons Model provides a foundational framework for analyzing the feasibility and sustainability of Scala Wishes Perfume's business development strategy.

Design Thinking

Design Thinking is a human-centered, iterative approach used to solve complex problems and foster innovation by deeply understanding user needs. Brown (2009) and Liedtka et al. (2021) describe Design Thinking as a structured process consisting of five stages: empathize, define, ideate, prototype, and test. In the Scala Wishes Perfume business plan, Design Thinking is applied as a core strategic approach to understand consumer preferences, emotional responses to fragrance, and experiential expectations. This approach enables the company to develop perfume products and services that are not only aesthetically appealing but also emotionally meaningful and aligned with market trends.

Business Model Canvas (BMC)

The Business Model Canvas is a strategic management tool designed to visualize how a business creates, delivers, and captures value. Osterwalder and Pigneur (2010) explain that the BMC consists of nine interconnected building blocks that represent key aspects of a business model, including value proposition, customer segments, channels, and revenue streams. In the Scala Wishes Perfume thesis, the BMC is used to systematically map the company's business ecosystem, integrating experiential fragrance services, custom scent offerings, digital content hubs, and omnichannel distribution strategies. This framework supports strategic clarity and alignment across all functional aspects of the business.

SWOT Analysis

SWOT analysis is a strategic tool used to evaluate internal strengths and weaknesses alongside external opportunities and threats. Nathadiharja et al. (2021) define SWOT analysis as a method for identifying strategic factors that influence organizational performance and competitive positioning. In this research, SWOT analysis is applied to assess Scala Wishes Perfume's internal capabilities—such as brand uniqueness, scent innovation flexibility, and customer intimacy—and external conditions, including industry growth, consumer lifestyle trends, and competitive pressures within the local fragrance market. The results of this analysis form the basis for formulating effective development strategies.

Business Plan

A business plan is a comprehensive document that outlines a company's strategic direction, operational structure, and financial projections. Megginson and Weiss (2022) define a business plan as a written statement that describes a firm's mission, objectives, ownership, management structure, operational activities, and financial strategies. In the Scala Wishes Perfume study, the business plan functions as a strategic roadmap that integrates entrepreneurial frameworks, operational planning, and investment feasibility analysis. It also serves as a decision-support tool for stakeholders and potential investors.

Marketing Plan

A marketing plan is a structured framework that outlines how a company communicates its value proposition to target customers and achieves market penetration. Kotler and Keller (2016) define a marketing plan as a systematic process that integrates market segmentation, targeting, positioning, and marketing mix strategies to create customer value and achieve organizational objectives. In the Scala Wishes Perfume business plan, the marketing plan

emphasizes digital-based strategies, including social media marketing, marketplace optimization, influencer collaboration, and experiential marketing to educate consumers about premium local fragrances and build emotional brand connections. This approach aligns with the characteristics of the Indonesian perfume market, where purchasing decisions are strongly influenced by online reviews, visual content, and lifestyle trends, making marketing strategy a key driver of brand awareness and sales growth.

Operations Plan

An operations plan focuses on organizing and managing resources, processes, and workflows to ensure efficient and consistent product delivery. Heizer, Render, and Munson (2020) explain that operations management involves transforming inputs into value-added outputs through effective process design, quality control, and capacity planning. In the Scala Wishes Perfume business plan, the operations plan covers perfume formulation, production, quality assurance, packaging, inventory management, and distribution through both online and offline channels. Operational activities are supported by standardized procedures, reliable supplier partnerships, and digital tools such as point-of-sale systems and marketplace integration to improve efficiency and service consistency. A well-structured operations plan enables Scala Wishes Perfume to maintain product quality, control costs, and scale production in line with market demand.

Financial Feasibility Analysis

Financial feasibility analysis is conducted to evaluate whether a business development plan is economically viable and capable of generating sustainable returns. According to Timmons and Spinelli (2018), financial evaluation is essential in assessing whether an entrepreneurial opportunity justifies the required investment. In the Scala Wishes Perfume business plan, financial feasibility is measured using key indicators such as Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, and Profitability Index. These indicators provide an objective assessment of investment attractiveness, capital efficiency, and long-term financial sustainability.

Human Resource Planning

Human resource planning is a strategic process aimed at ensuring the availability of competent personnel aligned with organizational objectives. Hasmin and Nuring (2021) define human resource planning as a systematic approach that includes workforce forecasting, recruitment, training, performance evaluation, and employee development. In the Scala Wishes Perfume business plan, human resource planning focuses on building a small yet effective team consisting of perfumers, production staff, marketing and digital branding specialists, and customer service personnel. This alignment of human capital with business strategy supports operational efficiency and consistent service quality.

RESEARCH METHODS

This study uses a descriptive qualitative research design to develop a business plan for the development of Scala Wishes Perfume. This approach is applied to describe and analyze business conditions systematically based on factual data and strategic analysis, without testing hypotheses or performing statistical inference. Descriptive qualitative research is suitable for business planning studies that aim to formulate strategic recommendations based on real conditions and comprehensive analysis (Sugiyono, 2020).

The research object is Scala Wishes Perfume, a local perfume business located in Sukabumi Regency, West Java. Data collection techniques consist of observation, interviews, and documentation, as implemented in the preparation of the business plan. Observations focus on business operations, marketing activities, and customer interactions. Interviews are conducted with the business owner and internal management to obtain information regarding entrepreneurial processes, strategic direction, and resource utilization. Documentation includes internal business data, sales records, marketing reports, and financial planning documents. The use of these techniques aims to obtain valid and comprehensive data through triangulation (Sugiyono, 2020).

Data analysis follows a qualitative descriptive and inductive approach, using strategic analysis tools that are explicitly applied in the business plan, namely Design Thinking, Business Model Canvas, Lean Canvas, SWOT analysis, and the Timmons Entrepreneurial Model. Financial feasibility analysis is conducted using Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, and Profitability Index to evaluate the viability of the business development plan. This methodological framework is used to ensure that the proposed business development strategy for Scala Wishes Perfume is structured, feasible, and sustainable.

Table 1. Research Paradigm

VARIABLE	CRITERIA	INDICATOR	HIGH POTENTIAL	LOW POTENTIAL
1. Market and Margin Related Issues	Consumer Needs and Wants	Clearly Identified	Identified	Not Identified
	Customer Accessibility	Reachable and Accepting the Product/Service	Reachable and Accepting	Not / Hard to Reach
	Payback Period	Time to Return Investment	< 1 year	> 3 years
	Added Value (IRR)	Internal Rate of Return	40%	< 20%
	Market Growth Rate	Market Expansion Potential	$\geq 20\%$	< 20%
	Gross Profit Margin	Profitability Level	> 40%	< 20%
2. Competitive Advantage	Fixed and Variable Costs	Cost Structure	High	Low
	Price and Cost Control	Level of Control	High	Low
	Network	Market and Partnership Reach	Wide and Strong	Narrow
3. Value Creation and Realization Issues	Net Profit Margin	Financial Return	10–15% or more	< 5%
	Time to Positive Cash Flow	Liquidity Timeline	< 2 years	> 3 years
	Return on Investment (ROI)	Investment Return Level	40–70% or more	< 20%

RESULT AND ANALYSIS

The results of this study indicate that the business development plan for Scala Wishes Perfume demonstrates strong strategic, operational, and financial feasibility. Industry and market analysis show that Indonesia's local perfume market continues to grow rapidly, driven by increasing consumer awareness of personal grooming, lifestyle trends, and emotional branding. Despite this growth, there remains an underserved segment of consumers seeking premium-quality perfumes with strong emotional value at affordable prices, creating a clear market opportunity for Scala Wishes Perfume. Observations and interviews confirm that many consumers lack adequate understanding of perfume quality differences, particularly the advantages of *extrait de parfum*, highlighting the importance of market education and differentiation.

The application of the Design Thinking approach reveals user-centered insights related to consumer preferences for long-lasting fragrances, unique scent profiles, aesthetic packaging, and personalized experiences. Through the stages of empathize, define, ideate, prototype, and test, Scala Wishes Perfume identifies a gap between mass-market perfumes and premium imported brands. This gap is addressed through experiential offerings such as custom scent services, gift personalization, and the development of an experience-based fragrance studio, which strengthens customer engagement and brand differentiation.

Analysis using the Business Model Canvas (BMC) supports the overall business viability. Key value propositions include premium yet affordable local perfumes, personalized fragrance services, and experiential shopping. Customer segments range from individual consumers to communities and creative industry players, while distribution channels integrate marketplaces, social media, and offline activations. Revenue streams are diversified through product sales, gift sets, limited editions, and customization services. The SWOT analysis further reinforces the strategic position of Scala Wishes Perfume, identifying strengths such as brand uniqueness, flexibility in scent innovation, and close customer relationships, alongside challenges related to brand awareness and competitive intensity. Opportunities arise from the growth of the local fragrance industry and digital commerce, while threats stem from substitute products and intense market competition.

From a financial perspective, the business development plan demonstrates strong feasibility. Financial projections show positive Net Present Value (NPV), an Internal Rate of Return (IRR) significantly above the required rate, a relatively short Payback Period, and a Profitability Index greater than one, indicating efficient capital utilization. These results confirm that the proposed development strategy is financially viable and capable of generating sustainable returns. When evaluated using the Timmons Entrepreneurial Model, the business shows a strong balance between opportunity (market demand), resources (production capability, digital infrastructure), and team (founder and operational staff), supporting long-term value creation.

Overall, the integration of strategic analysis tools and empirical business data validates that the development of Scala Wishes Perfume is both feasible and sustainable. The business plan not only supports commercial growth but also contributes to the strengthening of Indonesia's local creative and fragrance industry by offering differentiated, high-quality, and experience-driven perfume products.

Table 2. IFAS

Strategic Factors	Significance Level (1–3)	Weight	Rating	Score	Description
Strong Local Brand Identity	3	0.1	5	0.52	Scala Wishes Perfume has a strong local brand identity, featuring a modern fragrance character favored by young consumers. This provides added value in building customer loyalty and differentiation in the local perfume market.
Modern Product and Scent Variations	3	0.1	5	0.52	Scala offers various scent variants such as fruity, floral, fresh, and oriental, which align with current perfume trends. This diversity enables the brand to reach a wider consumer segment.
Competitive and Affordable Pricing	3	0.1	4	0.41	Scala's products are priced affordably for students, university students, and young professionals, enhancing competitiveness against imported or premium perfume brands.
Aesthetic and Trendy Packaging	3	0.1	5	0.52	The packaging design is attractive, minimalist, and Instagrammable, supporting strong visual appeal and effective digital marketing.
Long-Lasting Product Quality	2.5	0.09	4	0.34	Scala offers relatively long-lasting fragrances, meeting consumer expectations for affordable yet quality perfumes.
Subtotal Score (Strengths)		0.5		2.31	
Strategic Factors	Significance Level (1–3)	Weight	Rating	Score	Description
Dependence on a Single Market Segment (Students & Teenagers)	2.5	0.09	3	0.26	Scala is still highly dependent on the student segment, making it vulnerable to changes in trends, purchasing power, or consumer behavior.
Suboptimal Use of Digital Technology for Marketing	3	0.1	3	0.31	The utilization of TikTok Ads, marketplace optimization, and influencer collaborations remains limited, resulting in restricted brand visibility.
Lack of Product Innovation and Diversification	3	0.1	3	0.31	Additional products such as body mist, diffusers, or gift sets have not yet been developed, limiting revenue potential.
Limited Human Resource Development / Sales Team Training	3	0.1	5	0.52	Limited training in fragrance knowledge and service standards leads to inconsistent service quality.
Weak Adaptation to New Social Media Platforms	3	0.1	5	0.52	Visual content is less engaging, and the utilization of TikTok Shop and YouTube Shorts is not optimal, resulting in low audience engagement.
Subtotal Score (Weaknesses)		0.5		1.91	
Total		1		4.22	

Table 3. EFAS

Strategic Factors	Significance Level (1–3)	Weight	Rating	Score	Description
Strong Local Brand Identity	3	0.1	5	0.52	Scala Wishes Perfume has a strong local brand identity, featuring modern fragrance characteristics favored by young consumers. This provides added value in building customer loyalty and differentiation in the local perfume market.
Modern Product and Scent Variations	3	0.1	5	0.52	Scala offers a wide range of scent variants such as fruity, floral, fresh, and oriental, which align with current perfume trends and allow the brand to reach broader consumer segments.
Competitive and Affordable Pricing	3	0.1	4	0.41	Scala's products are affordably priced for students, university students, and young professionals, enhancing competitiveness against imported or premium perfume brands.
Aesthetic and Trendy Packaging	3	0.1	5	0.52	Attractive, minimalist, and Instagrammable packaging design supports strong visual appeal and is well suited for digital marketing activities.
Long-Lasting Product Performance	2.5	0.09	4	0.34	Scala offers relatively long-lasting fragrances, meeting consumer expectations for affordable yet high-quality perfumes.
Subtotal Score (Opportunities)		0.5		2.31	
Strategic Factors	Significance Level (1–3)	Weight	Rating	Score	Description
Dependence on a Single Market Segment (Students & Teenagers)	2.5	0.09	3	0.26	Scala is still highly dependent on the student segment, making it vulnerable to changes in trends, purchasing power, or consumer behavior.
Suboptimal Utilization of Digital Marketing Technology	3	0.1	3	0.31	The use of TikTok Ads, marketplace optimization, and influencer collaborations remains limited, resulting in restricted brand visibility.
Lack of Product Innovation and Diversification	3	0.1	3	0.31	Additional products such as body mist, diffusers, or gift sets have not yet been developed, limiting revenue expansion opportunities.
Limited Human Resource Development / Sales Team Training	3	0.1	5	0.52	Limited training in fragrance knowledge and service standards leads to inconsistent service quality.
Weak Adaptation to New Social Media Platforms	3	0.1	5	0.52	Visual content lacks attractiveness, and the utilization of TikTok Shop and YouTube Shorts remains suboptimal, resulting in low engagement levels.
Subtotal Score (Threats)		0.5		1.91	
Total		1		4.22	

Table 4. SWOT MATRIX

<div style="text-align: center;"> IFAS EFAS </div>	<p>Opportunity :</p> <ul style="list-style-type: none"> • Increasing public interest in high-quality local perfumes • Growing demand for fragrance products as part of modern lifestyle • Limited perfume brands with distinctive scent characteristics in Sumedang and surrounding areas • Collaboration potential with creative communities, MSMEs, influencers, and corporate sectors • Opportunities to enter academic events, campus activities, and community programs 	<p>Threats :</p> <ul style="list-style-type: none"> • Rapid technological advancement enabling competitors to produce perfumes more quickly • Competition from refill perfumes, low-priced imported perfumes, body mists, and essential oils • High price sensitivity among non-premium consumer segments • Declining purchasing power due to economic pressure such as inflation or potential recession • Aggressive digital marketing and online promotions by competitors
<p style="text-align: center;">Strengths</p>	<p style="text-align: center;">Strategi SO (Strengths- Opportunities)</p>	<p style="text-align: center;">Strategi ST (Strengths-Threats):</p>
<p>Strengths</p> <ul style="list-style-type: none"> • Experienced management with strong understanding of the local perfume industry • Modern and well-equipped perfume production and formulation facilities • Strategic business location that is easily accessible to customers • Comfortable store facilities with easy access for customers • Availability of affordable yet high-quality perfume packages 	<p>Leveraging management experience in the perfume industry to establish strategic collaborations with creative communities and educational institutions in order to expand market reach and enhance brand awareness (S1 + O4)</p>	<p>Scala develops digital-based hybrid services in response to the growing trend of virtual meetings that reduce the need for physical spaces. This strategy ensures service flexibility while maintaining business relevance amid changing consumer behavior. (S2 + T1)</p>
	<p>Offering affordable perfume packages with modern formulation quality as a solution to the limited availability of high-quality local perfume brands in the Sumedang area. (S2 + O3)</p>	<p>Maximizing the strategic business location and availability of parking facilities as key differentiators in facing competition from coworking spaces and hotels offering similar services. (S3 + T2)</p>
	<p>Utilizing the strategic business location to target academic events, campus activities, and training programs that require perfumes as merchandise or supporting products. (S3 + O5)</p>	<p>Offering competitive pricing combined with value-added services to address price sensitivity among non-corporate customer segments and maintain high market attractiveness. (S5 + T3)</p>
	<p>Optimizing the easily accessible store location to attract tourists and visitors from outside the region who are seeking distinctive local Sumedang perfumes as souvenirs or personal products. (S4 + O1)</p>	<p>Leveraging management experience in designing adaptive and creative promotional strategies to sustain client interest despite potential government budget efficiency measures. (S1 + T4)</p>
	<p>Developing bundled perfume packages combined with value-added services—such as custom scents, gift boxes, and personal branding fragrances—to meet the needs of community events, campus activities, and corporate programs. (S2 + O4 + O5)</p>	<p>Enhancing service comfort and ease of access to maintain customer satisfaction and loyalty amid declining purchasing power and increasing market pressures. (S4 + T5)</p>

<div style="text-align: center;">IFAS</div> <div style="text-align: center;">EFAS</div>	<p>Opportunity :</p> <ul style="list-style-type: none"> Increasing public interest in high-quality local perfumes Growing demand for fragrance products as part of modern lifestyle Limited perfume brands with distinctive scent characteristics in Sumedang and surrounding areas Collaboration potential with creative communities, MSMEs, influencers, and corporate sectors Opportunities to enter academic events, campus activities, and community programs 	<p>Threats :</p> <ul style="list-style-type: none"> Rapid technological advancement enabling competitors to produce perfumes more quickly Competition from refill perfumes, low-priced imported perfumes, body mists, and essential oils High price sensitivity among non-premium consumer segments Declining purchasing power due to economic pressure such as inflation or potential recession Aggressive digital marketing and online promotions by competitors
<p style="text-align: center;">Weaknesses</p>	<p style="text-align: center;">Strategi WO (Weakness-Opportunities)</p>	<p style="text-align: center;">Strategi WT (Weakness-Threats):</p>
<p>Weakness</p> <ul style="list-style-type: none"> Overcoming Dependence on Government and Educational Markets Optimization of Marketing Technology Utilization Strengthening Innovation and Service Diversification Employee Competency Development Expansion of Promotional Activities to Reach a Broader Market 	<p>Reducing dependence on the government market by expanding collaborations with local communities and the tourism sector. (W1 + O1 + O4)</p>	<p>Implementing market diversification and service segmentation to reduce dependence on government institutions, thereby ensuring business stability despite budget efficiency policies in the public sector. (W1 + T4)</p>
	<p>Enhancing the utilization of social media, digital platforms, and marketplaces to broaden perfume marketing reach, thereby increasing brand exposure, attracting new customers, and strengthening positioning in both non-premium and premium segments. (W2 + O2)</p>	<p>Enhancing the quality of digital visual content through the development of professional photography, promotional videos, and virtual showcases. (W2 + T2)</p>
	<p>Leveraging the strategic business location to target academic events, campus activities, and training programs that require perfumes as merchandise or supporting products. (W3 + O3)</p>	<p>Offering competitive pricing combined with value-added services to respond to price sensitivity among non-corporate customer segments and maintain strong market attractiveness. (S5 + T3)</p>
	<p>Developing staff training programs aligned with academic and local business needs to strengthen service quality and deliver professional, friendly, and standardized customer experiences. (W4 + O5)</p>	<p>Leveraging management experience to design adaptive and creative promotional strategies in order to sustain client interest despite government budget efficiency measures. (S1 + T4)</p>
	<p>Implementing targeted digital promotional campaigns to reach new market segments, enhance service visibility, and expand promotional reach more effectively. (W5 + O4)</p>	<p>Improving service comfort and ease of access to maintain customer satisfaction and loyalty amid declining purchasing power and economic pressures. (S4 + T5)</p>

Table 5. Business Feasibility Evaluation

VARIABLE	CRITERIA	INDICATORS	HIGH POTENTIAL	LOW POTENTIAL	REMARKS
1. Market and Margin Related Issues	Consumer Needs and Wants	Identified	☑ Identified	✗ Not Identified	☑ Identified
	Customer Accessibility	Reachable and accepting the service	☑ Reachable and accepting	✗ Not / Hard to Reach	☑ Reachable
	Payback Period	< 1 year	☑ < 1 year	✗ > 3 years	2 year 2 month
	Added Value (IRR)	> 40%	☑ > 40%	✗ < 20%	52%
	Market Growth Rate	> 20%	☑ > 20%	✗ < 20%	24%
	Gross Profit Margin	> 40%	☑ > 40%	✗ < 20%	45,8%
2. Competitive Advantage	Fixed and Variable Costs	High	☑ High	✗ Low	☑ High
	Price and Cost Control	High	☑ High	✗ Low	☑ High
	Network	Broad and Strong	☑ Broad and Strong	✗ Narrow	☑ Broad and Strong
3. Value Creation and Realization Issues	Net Profit Margin	10–15% or more	☑ 10–15% or more	✗ < 5%	6.68%
	Time to Positive Cash Flow	< 2 years	☑ < 2 years	✗ > 3 years	2 year 2 month
	Return on Investment (ROI)	40–70% or more	☑ 40–70% or more	✗ < 20%	146.23%

CONCLUSION

This study concludes that the business development plan for Scala Wishes Perfume is strategically, operationally, and financially feasible. The analysis demonstrates that Scala Wishes Perfume is well positioned to capture opportunities within Indonesia's growing local fragrance market, particularly in the segment of premium yet affordable perfumes with strong emotional and experiential value. Through the application of Design Thinking, Business Model Canvas, SWOT analysis, and the Timmons Entrepreneurial Model, the study confirms that the business possesses adequate entrepreneurial capability, resource readiness, and a clear value proposition to support sustainable growth.

The results of the financial feasibility analysis indicate that the proposed development strategy generates positive investment outcomes, as reflected in favorable Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, and Profitability Index. These findings suggest that the planned business expansion is economically viable and capable of creating long-term value. In addition, the balance between market opportunity, resources, and team—consistent with the Timmons Model—further strengthens the justification for implementing the proposed business plan.

Based on these conclusions, it is recommended that Scala Wishes Perfume prioritize market diversification, strengthen digital marketing capabilities, and continue developing innovative and personalized fragrance offerings to

enhance competitiveness. The company should also invest in human resource development, particularly in fragrance knowledge, service standards, and digital competencies, while maintaining operational efficiency and cost control. By implementing these strategic directions, Scala Wishes Perfume is expected to achieve sustainable business growth and contribute to the advancement of Indonesia's local fragrance and creative industry.

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