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Design and Implementation of Differentiation Strategy and Business to Business (B2B) Parfume Inclosure

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Abstract

In Indonesia, perfume entered through trade and cultural interaction during the colonial period by the Dutch and Portuguese, enriching local aromas. The perfume industry is experiencing rapid growth with increasing demand and digitalization. The development of public interest in fragrance is increasing along with public awareness in looking neat and fragrant. Seeing the golden opportunity that exists, Perfume Inclosure is present in the perfume industry as one of the perfume brands among local Indonesian brands. The purpose of this report is to identify a strong differentiation strategy for Inclosure perfume products in an increasingly competitive market and initiate a business model that applies the concept of Business to Business (B2B) for distributors (resellers). The development of the Perfume Inclosure business starts from the production aspect which includes the preparation of raw materials, producing perfume, and monitoring production quality. Marketing aspects that include promotional strategies, distribution channels, and pricing policies. Aspects of the organization/HR include organizational structure, determination of the number of employees, HR work qualifications and the recruitment process. The financial aspect includes the level of cost efficiency such as operational costs, human resource costs and marketing costs. The results of this report show that Perfume Inclosure faces several challenges in increasing sales, so the solution offered is product differentiation to increase market attractiveness and influence purchase decisions, while the B2B concept with resellers increases sales quantity and sustainable sales flow.

Keywords: Perfume Business, B2B, Differentiation Strateg

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INTRODUCTION

The history of perfume can be traced back to ancient civilizations in various parts of the world such as Ancient Egypt, Ancient China and Ancient India. The entry of perfume into Indonesia is closely related to the history of trade and cultural relations with other countries, especially during the colonial period. When Europeans, especially the Dutch and Portuguese, colonized Indonesia, they brought perfumes from Europe and traded them in local markets. The development of trade and cultural exchange with Europeans introduced new products and cultures to Indonesia, including perfume. The use of perfume in Indonesian society expanded along with the development of trade and cultural exchanges with Europeans during the colonial period (Prasetya, 2021).

Perfume is a fragrance or odor that comes from extracts of plants, flowers, woods, seeds, roots, and other materials that can be used as raw materials for perfume by extracting by distillation methods or other methods known in general. These materials are the source of the fragrances we smell and find in various places.

Perfume composition consists of 3 elements (notes) namely, base, middle, top. These three elements contribute to creating a complex and diverse scent, resulting in a unique fragrance experience. The notes in the perfume form the harmony of the fragrance. Each note is smelled over time starting with the first impression of the top note followed by the middle note which has deepened and the base note which gradually appears at the end (Leanna Serras, 2023).

Currently, the perfume industry is one of the most in-demand businesses and has good prospects. Business opportunities in the fragrance cosmetics sector are very tempting because the development and interest from the public is increasing, namely perfumes. This requires entrepreneurs to make a difference in the business field they are engaged in. Not only that, entrepreneurs must also improve services and innovate to attract public interest.

The high market demand and digitalization trends also have a major impact on the perfume industry. Digital sales trend data, including perfume as one of its products, has increased. Based on data from Google, Bain and Company and Temasek in 2022, the e-commerce sector increased to US $59 billion. In addition, one of the e-commerce platforms recorded a significant increase in perfume sales. Around September 2022, sales of fragrances such as perfumes, colognes, and others increased in volume by almost two and a half times compared to the previous period (Walujo et al., 2020).

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Data shows that the perfume market in Indonesia continues to grow every year. According to data presented by (Statista Research Department, 2022), the Indonesian perfume industry experienced an increase in revenue from 2020 in the following years. This increase in revenue is predicted to continue to grow to 462.1 Million US Dollars in 2026. The emergence of local perfume brands in Indonesia itself was only popular in 2017 to 2018. Where perfumes such as Minyeuk Pret (Aceh), Fordive (Surabaya), and House of Medici (Bogor) and other local perfume brands began to appear on the market (Rahayu, 2022).

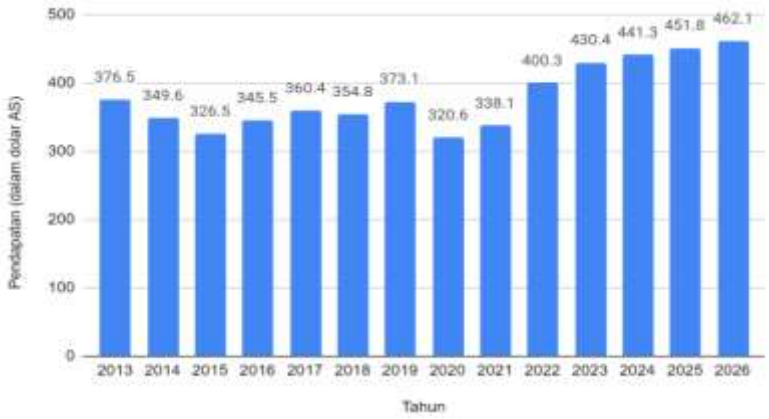


Figure 1. Perfume Market Revenue Chart in IndonesiaFrom 2013 To 2026
Sumber: Statista Research Department

The following is data on local Indonesian perfume brands according to data written by Adhenda Madarina in Hello Sehat (2023), taken by researchers as a reference.

Table 1. Indonesian Perfume Local Brand Data

It	Name
1	HMNS
2	SAFF & Co.
3	BRODO
4	Carl & Claire
5	Oullu
6	Morris
7	LE AMOR

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8	Onix
9	My Konos

Source: Hello Sehat

Based on the statistical data and table above, it can be seen that the development and the large number of competitors present in the local Indonesian perfume industry. This can have a positive and negative impact on Perfume Inclosure. The positive impact is to give a sign that the demand from the market is increasing along with the emergence of local brand perfumes and increasing creativity and innovation in competition. The negative impact of the many local brands that have emerged is the highly competitive competition between competitors.

According to Kotler & Keller (2009), product differentiation is the act of designing a series of meaningful differences to distinguish a company's offer from competitors' offers. Kotler & Keller (2009) describe product differentiation can be divided into shape, features, performance quality, conformity quality, durability, reliability, easy to repair. With differentiation, the company can respond to questions from customers why these customers should choose our products over the same products from other brands. Therefore, manufacturers must continue to pay attention to market conditions and customers in order to maintain brand loyalty and strong competitiveness in the market (Baeha, 2023).

Over time, local perfume brands have developed so rapidly. Various scent variants and product concepts in each local brand are certainly different. There are many local brands that have emerged following the increasing market demand, which requires entrepreneurs to innovate product variants and marketing strategies in the business field they are engaged in. Not only that, entrepreneurs must also improve services and take approaches to attract public interest.

Objectives

Based on the background of the problems that have been described earlier, the author formulates some of the main problems that occur in the Perfume Inclosure business can be described as follows:

1. How does Perfume Inclosure implement a differentiation strategy to compete in an increasingly competitive market?

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2. How does Perfume Inclosure implement *a Business to Business (B2B)* system to increase product sales?

Based on the formulation of the research problem, the researcher then determined the purpose of the research, namely to find out how to apply a differentiation strategy to compete in an increasingly competitive market and how Perfume Inclosure implements *a Business to Business (B2B)* system to increase product sales.

BUSINESS PLAN

Business Profile



Figure 1. Business Logos

Perfume Inclosure is a business engaged in the fragrance cosmetics industry, namely perfume products. The fragrance variants offered are elegant and gentleman, this can increase confidence, increase attractiveness, and create a memorable impression. Not only that, the appearance of the packaging used is simple and attractive and has its own attractive value and is easy for consumers to carry.

Inclosure perfumes are online-based in terms of branding and sales, utilizing social media such as Instagram as the official brand base and digital content to e-commerce marketplaces such as Shopee as a medium for selling products. By utilizing social media and marketplaces as sales media, it is hoped that it can reach a wider market and make it easier for consumers to get information about products and shop. Meanwhile, the physical form of the business location, warehouse, workshop, and Inclosure office is currently located at Jl. Pembangunan A5 ujung No. 96, Way Dadi, Sukarame, Bandar Lampung.

The strategy implemented by Perfume Inclosure is strong positioning and differentiation on products, fragrance variants based on market interests and adjusted to

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the specified target segment. Developing packaging is one of the most important parts in building positioning and differentiation. Providing a customer experience such as satisfying and pleasant use of the product, with innovative and characteristic fragrance scents. As well as providing responsive and helpful customer service also offers fast shipping and safe packaging options for products. Initiating a business model that implements the concept of *Business to Business (B2B)* for distributors (*reseller*).

Business Model Canvas

The Business Model Canvas (BMC) is a design model that describes the relationship between *customer segments* and *the value proposition*, with its main element being called *the Value Proposition Canvas (VPC).* BMC is an efficient, simple, and proven tool for understanding, developing, as well as implementing existing business models or designing new business models (Osterwalder & Pigneur, 2010).

The advantage of BMC is its flexibility to make quick changes to the business model and see the impact of changes in one element against another. In addition, BMC facilitates the easy unification of creative and innovative ideas from various individuals. BMC is a business model consisting of nine blocks of business activity areas outlined on a single sheet of canvas. These blocks include: *Customer Segments, Value Propositions, Channels, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structures.* These nine blocks are a breakdown of the four main pillars that must exist in a business, namely: *offers, customers, infrastructure, and financial.*

Tabel 2. Business Model Canvas

Key Partners:	Key Activities:	Value Proposition:	Customer Relationship:	Customer Segmenvts:
- Influence - Perfume bottle shop and its equipment - Perfume and alcohol seed suppliers	- Marketing - Production - Service - Customer satisfaction survey - Financial records of sales and	- Premium essence - Luxury and elegant fragrance variants - Packaging	- Social media content - Promos and offers - Customer Service	- Student/ Student (15 – 25 years) - Worker (20 – 30 years) - Perfume enthusiasts

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<table>
<tr><td rowspan="2">- Packaging supplier
- Shopee and Tokopedia Marketplace</td><td>operational costs</td><td rowspan="2">- Affordable pricing</td><td>- Criticism and suggestions</td><td rowspan="2"></td></tr>
<tr><td>Key Resources:
- Human
- Financial
- Packaging
- Raw materials
- Assets (perfume equipment, perfume bottles)</td><td>Channels:
- Online sales
- Participating in bazzars or fashion events
- Website and marketplace
- Promotion via social media
- Reseller</td></tr>
<tr><td colspan="3">Cost Structure:
- Fixed cost
- Variable cost
- Other fees</td><td colspan="2">Revenue streams:
- Profit from perfume sales</td></tr>
</table>

BUSINESS DEVELOPMENT REPORT

Production and Operational Aspects

Raw materials are one of the main components in the manufacturing or production process of products, so they have a very large influence on the production process directly. In other words, if the raw materials are well available, the production process will run smoothly, but if the raw materials are not available or experience scarcity, the production process will not run smoothly.

In the production process of Perfume Inclosure using tools and raw materials used to support the process are perfume bottles, perfume seeds, vixatic substances, alcohol, perfume & alcohol injections, rubber gloves. The raw materials and equipment are obtained from different suppliers.

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Production Processes

1. Production planning. In the production process, the author conducts production planning in advance to determine the production process, and the process includes several stages, namely determining product variants as a result of market research, determining raw materials and determining the quantity of products that will be produced later.
2. Purchase of raw materials. In the production process, the author purchases raw materials in accordance with product design research and the quantity to be produced.
3. Sample Making. In the production process, the author makes samples from the planned product design, starting from determining the appropriate dosage to evaluating the sample before entering the production stage (compounding). The tools and materials used to support the process are perfume bottles, perfume seeds, vixatic substances, alcohol, perfume & alcohol injections, rubber gloves
4. The core process of production (Compounding-Finishing). In the production process, the author performs the core stages of the production process, namely (Compounding-Finishing). This stage includes the perfume compounding process and the finishing process (packaging). And in this process there are several tools and materials used to support the perfume aroma compounding process, namely perfume bottles, perfume seeds, fixative substances, alcohol, perfume & alcohol injections, rubber gloves, satin pouch bags, packaging boxes, shredded paper, bubble wrap.
5. Production quality supervision, In the production process, the author explained that the final stage of the production process is to carry out production quality control using the SOPs that have been determined, namely by checking the aroma of perfume, perfume bottles and packaging.

Marketing Aspects

In the marketing aspect, we apply STP (segmenting, targeting, and positioning) strategies as the basis. Our business segmentation includes demographic and psychographic, covering all demographics as well as social psychological factors such as lifestyle, interests, and personality. We recognise that all people have an awareness of appearance that supports everyday activities, both formal and casual, and that it has become part of a social lifestyle, interests and personality. Our target market is students

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and office workers. Our positioning emphasizes on a personalized and relevant experience with a focus on the customer and competitive pricing in the perfume industry. We also implement a differentiation strategy, which is to develop a product or service with unique characteristics that attract consumers and encourage customer loyalty. We also apply the use of social media platforms such as Instagram as the basis for official brands and digital content, as well as e-commerce marketplaces such as Shopee as a medium for selling products. In addition, we offer the best and attractive service to differentiate ourselves from our competitors. Competition analysis is carried out through online and offline market research to find out market interests, competitors, customers, and the right marketing strategy so that they can excel in the local perfume industry.

Perfume Inclosure implements a promotional strategy consisting of advertising, direct marketing and price promotion. Advertising is carried out through social media platforms such as Instagram as the official brand base and digital content, as well as e-commerce marketplaces such as Shopee as a medium for selling products. Price promotion is carried out by Offer discounts in the form of percentages and flash sales. In terms of distribution, Parfum Inclosure implements a level 1 distribution channel system, namely by selling products directly to end consumers through social media platforms and marketplaces such as Instagram and Shopee, as well as through retailers *(reseller).* It is hoped that there will be direct control over the products offered by Perfume Inclosure and through resellers can increase sales. Furthermore, in setting the price, Perfume Inclosure establishes a differential pricing strategy, which is to set different prices for different market segments, depending on the characteristics, preferences, or needs of the customer. Prices can vary based on factors such as geographic location, time of purchase, type of customer, or quality of the product or service provided. The goal is to optimize revenue by maximizing value for each market segment. The price policy is set differently for resellers who work with us to get the difference in selling price.

HR Aspects

The organizational structure of Perfume Inclosure serves as an important tool to achieve the organization's vision and mission because it is designed to meet the organization's goals. In terms of human resources, the organizational structure has clear descriptions and responsibilities for each position. The business owner is at the highest level in the organizational structure, providing initial capital and is responsible for overseeing the business running in accordance with its vision, mission, and goals.

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Administrative tasks, managed by the owner of Parfum Inclosure, include marketing and financial management. Production staff must have basic skills and practices in production operations, including running production processes, ensuring quality, maintaining equipment, meeting production targets, and controlling inventory. The packaging staff is responsible for product packaging, maintaining quality, labeling, packaging arrangements, and inventory control. The performance assessment system is carried out periodically using the essay method or *essay method* to its employees. Perfume Inclosure uses two compensation systems: direct financial compensation in the form of a monthly salary, and non-financial compensation in the form of awards for achievements, leave, and flexible working hours given at a certain time.

Financial Aspects

In carrying out cost efficiency, Paarfum Inclosure divides and plans the use of funds according to the headings of every aspect of management in the business (operations, human resources and marketing). In the operational aspect, funds are allocated for research and development, production, as well as accommodation and other operational costs such as transportation. The Research & Development section uses funds in the process of planning perfume variants and design to making samples with a total cost of Rp. 100,000. The production of Perfume Inclosure uses its funds in all aspects of production, from the purchase of raw materials and equipment to the packing process with a total cost of Rp. 1,900,500. In terms of accommodation and other operational costs, Parfum Inclosure uses its funds in mobility, transportation, and other activities with a total cost of Rp. 200,000. In terms of human resource specifications, Parfum Inclosure only uses its funds when compensating employees with an amount of Rp. 1,000,000 per month for basic salary. Furthermore, the Marketing aspect, funds are allocated for endorsements and other marketing content, namely using the funds in carrying out promotional activities through Instagram accounts with high followers and engagement with a total cost of Rp. 200,000. In other marketing content, in this activity, Parfum Inclosure uses its funds in conducting personal promotional activities for those closest to and others on social media, as well as using the services of designers and photographers with a total cost of Rp. 100,000.

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IDENTIFICATION AND PROBLEM SOLVING

Problem Identification

Every business is certainly never free from problems and obstacles in its implementation. Obstacles in running a business are not new in the business world. Both small MSME-scale companies and large companies always face problems or obstacles in their operations. These challenges arise at various levels or scales, ranging from small problems that can be solved quickly and involve few parties, to large problems that take a long time, cost a lot, and involve many parties in solving. These problems are inseparable from the four main aspects of the management function, namely: Human Resources (HR), Operations, Marketing, and Finance, each of which has its own way or solution to overcome them. In running its business, Parfum Inclosure is also inseparable from business problems and obstacles. Although Parfum Inclosure faces various problems and obstacles in running its business, there are only a few main problems that are the subject of the problem and reviewed from the four aspects of management, with the following details:

Table 3. Identify Problems or Obstacles

Management Function	Problems or Obstacles	Priority Scale
HR	Difficulties in implementing an effective performance management system, due to the lack of qualified staff and work experience.	3
Operational	There is no supplier of raw materials such as perfume seeds, perfume alcohol & fixativ substances in the city of Bandar Lampung	2
Marketing	The high market competition in the perfume industry requires business people to develop differentiation strategies and innovative business concepts to increase sales volume.	1
Finance	Cash flow management, especially because the production and sales cycles can vary greatly. Bulk purchases of raw materials and production costs must	3

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Management Function	Problems or Obstacles	Priority Scale
	be done upfront, while sales may not immediately generate enough revenue to cover those costs.	

Based on the identification of the problems that have been explained, the marketing aspect is the main problem in the Perfume Inclosure business, namely competitive competition, high market competition encourages perfume business players to continue to innovate. The problem with the highest priority scale, the solution to these problems is the implementation of a good differentiation strategy resulting in a strong positioning on the marketing management function, and the business concept to increase sales quantity.

Problem Solving

Differentiation Strategy

According to Kotler & Keller (2009), product differentiation is the act of designing a series of meaningful differences to distinguish a company's offer from competitors' offers. Kotler & Keller (2009) describe product differentiation can be divided into shape, features, performance quality, conformity quality, durability, reliability, easy to repair. With differentiation, the company can respond to questions from customers why these customers should choose our products over the same products from other brands. Here are some elements that are the focus of the Inclosure Perfume differentiation strategy:

Quality and Raw Materials

In this case, Perfume Inclosure uses high-quality raw materials, such as premium perfume seeds that are safe to use and durable, perfume alcohol that is safe for skin and clothing, and fixative substances to strengthen and maintain the fragrance of the perfume. This is very important because raw materials and product quality are very important for the perfume industry. High-quality final products are guaranteed by high-quality raw materials, which enhances customer trust and brand reputation. Perfume companies must continue to innovate and ensure the use of the best raw materials to maintain their position in the market amid fierce competition in the industry.

Design and Packaging

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Perfume Inclosure designs attractive and functional designs and packaging. It is an important component in the perfume industry that influences the way customers view products and make their purchasing decisions. Packaging not only protects the product, but also serves as an effective marketing tool, demonstrating brand identity, and enhancing the visual appeal of the product. Perfume Inclosure uses a cardboard packaging box filled with shredded fabric and coated with a satin pouch. The design is simple with stickers on the perfume bottle and packaging box, and this was chosen because the packaging is eco-friendly and the satin pouch makes it easy for customers to carry.

Aroma variants

Aroma variants are an essential element in the perfume industry that determines the character and uniqueness of each product. The wide selection of scents allows consumers to choose perfumes according to personal preferences, moods, and occasions. Perfume Inclosure products offer various variants of perfume scents, as well as their characteristics and uses.

Service

Superior Service, providing responsive and helpful customer service, as well as a flexible return policy to improve customer satisfaction. Fast Shipping, offers fast shipping options and secure packaging to ensure products arrive in the best possible condition. Receiving criticism and suggestions is one of the services that we emphasize to our customers to correct the shortcomings and mistakes of the service we provide.

Business to Busines (B2B)

Business to Business (B2B) is a term used to describe a transaction or relationship between two companies or businesses, not between a business and the end consumer. In the context of B2B, transactions typically involve the sale of a product or service from one company to another, which can then be used as part of business operations or to be resold to the end consumer (Rayport & Bernard, 2001).

In this variable, Parfum Inclosure seeks to expand and increase the quantity of sales and build relationships with other business people *(reseller)*. In this variable, Parfum Inclosure offers business opportunities with product value and profitable selling price differences for business partners. Product prices offered on *reseller* of Rp. 70,000 and

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the price of *retail* which has been set is Rp. 89,000 or business people can sell at a higher price value in accordance with the provisions, namely:

(Reseller selling price = Purchase price from supplier + Operational costs + Profit)

CONCLUSION

At the end of the discussion of this final project report, the author tries to draw conclusions and provide recommendations. This conclusion needs to be stated in order to obtain a guideline that can be used as knowledge material for the problems discussed by the author. The author's suggestion is expected to be an input to solve problems related to market competition and increase the quantity of product sales with the concept of Business to Business (B2B).

1. Problems in the implementation of the Inclosure Perfume marketing strategy show that there are obstacles in increasing sales. Although the market growth of the perfume business and awareness of perfume use are increasing, designing the right marketing strategy is an obligation for business people to achieve sales targets.
2. One of the solutions that can be applied is product differentiation and business concepts that affect the increase in sales quantity. Creating product differentiation is done as the basis of the value of the product itself, so that it can increase market interest and influence buyers' decisions. The business concept applied is Business to Business (B2B), which is to collaborate with other parties (resellers) in sales distribution by targeting the quantity of products sold and sales flows that continue to run continuously.
3. The problem-solving strategy carried out by Parfum Inclosure is based on the theory that is used as the basis for producing brand positioning in the market, increasing sales and opening up new business opportunities for business people who are interested in perfume products. The strategies applied are differentiation strategies, namely products and services, and the Business to Business (B2B) concept, which is establishing cooperation with other parties in sales distribution. The resulting brand positioning is to create perfume products with characteristics, attractive and functional packaging. In sales distribution, the concept of Business to Business (B2B) is applied, encouraging an increase in sales quantity through

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partnerships with other parties (resellers) and expanding the market for Perfume Inclosure products.

Recommendation

Based on the results of the implementation of the strategy and conclusions above, the following are suggestions and recommendations for prospective entrepreneurs engaged in the fragrance cosmetics industry, especially perfume products:

Before starting a business, prospective entrepreneurs are advised to conduct in-depth research on products, markets, and competitors. After that, it is important for prospective entrepreneurs to set a capital budget and allocate it properly in accordance with management principles to ensure smooth business operations. In human resource management, prospective entrepreneurs must be able to identify the qualifications and job descriptions in each department appropriately so that human resources in the company can function efficiently and effectively.

In terms of marketing, business actors who are interested in starting a perfume business can direct their segmentation in a more specific direction, such as segmentation to perfume targeting consumers who have an active lifestyle and outdoor activities such as sports and travelers. Then continue by utilizing digital media and more appropriate sales media to support the success of the marketing that will be carried out, then design and apply the right business concept in sales distribution to increase the quantity of products sold and sales flows that continue to run continuously.

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