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STRATEGIC PLANNING IN A CULINARY MICRO-ENTERPRISE: A SWOT-BASED SINGLE CASE STUDY IN MANOKWARI

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Abstract: *This study aims to identify the internal and external factors affecting a culinary micro-enterprise and to formulate priority development strategies through the SWOT analysis method. The research applies a qualitative descriptive approach with a holistic single case study design on Puding Mom Aurora, a culinary micro-enterprise in Manokwari Regency, West Papua. Data were obtained through in-depth interviews with the owner, a reselling customer, and a comparable culinary entrepreneur, together with factor weighting sheets. The findings indicate that the enterprise occupies a weak internal and low external position, so consolidating internal foundations must precede market expansion. The WO strategy group emerged as the priority, meaning internal weaknesses should be corrected by leveraging available opportunities. Contrary to initial expectations, raw material supply is not the binding constraint; the obstacle lies instead in the limited local availability of packaging containers, while label printing services remain accessible.*

Abstrak: Penelitian ini bertujuan mengidentifikasi faktor internal dan eksternal yang memengaruhi usaha mikro kuliner serta merumuskan prioritas strategi pengembangannya melalui metode analisis SWOT. Penelitian menggunakan pendekatan kualitatif deskriptif dengan rancangan studi kasus tunggal holistik pada Puding Mom Aurora, usaha mikro kuliner di Kabupaten Manokwari, Papua Barat. Data diperoleh melalui wawancara mendalam terhadap pemilik, seorang pelanggan reseller, dan seorang pelaku usaha kuliner sejenis, disertai lembar pembobotan faktor. Hasil penelitian menunjukkan bahwa usaha berada pada posisi internal yang lemah dan eksternal yang rendah, sehingga penguatan fondasi internal perlu mendahului ekspansi pasar. Kelompok strategi WO menjadi prioritas, yang berarti kelemahan internal perlu diperbaiki dengan memanfaatkan peluang yang tersedia. Berbeda dari dugaan awal, pasokan bahan baku bukan kendala utama; hambatan justru terletak pada keterbatasan ketersediaan wadah kemasan di pasar lokal, sementara jasa cetak label tetap dapat diakses.

INTRODUCTION

Micro, small, and medium enterprises occupy a central position in the structure of the Indonesian economy, both in terms of the number of business units and their capacity to absorb labour. Among the sectors in which these enterprises operate, the culinary sector consistently dominates because of its low entry barriers, affordable initial capital requirements, and repeat demand. That very ease of entry, however, is also a source of difficulty, since a sector that is easy to enter is a sector crowded with competitors. The survival of a culinary business is therefore no longer determined solely by product quality, but by the capacity of its owner to read the business environment and formulate appropriate strategic steps.

The fundamental problem faced by culinary micro-enterprises is the weakness of strategic planning practice. Most owners run their businesses on intuition and short-term reactions to daily events, without ever consciously mapping the strengths they possess, the weaknesses that burden them, the opportunities that are open, or the threats that loom. Wheelen et al. (2018) note that planning in small businesses does tend to be informal, undocumented, short-horizoned, and heavily attached to the figure of the owner. Such conditions permit rapid and flexible decision making, yet at the same time make the quality of strategy entirely dependent on the quality of one person's perception. Resource constraints in fact demand greater precision in allocation, because micro-enterprises are generally unable to absorb the cost of strategic error in the way that larger firms can.

SWOT analysis is the instrument commonly employed to address this need. The method offers a simple framework for evaluating internal factors in the form of strengths and weaknesses and external factors in the form of opportunities and threats (Teece, 2018). Its principal advantage for micro-enterprises lies in its simplicity and accessibility, since it demands neither advanced analytical expertise nor specialised software (Steer, 2010). Rangkuti (2016) emphasises that the essence of SWOT analysis is not merely to list these four elements, but to maximise strengths and opportunities while minimising weaknesses and threats. Weihrich (1982) developed the method into an instrument of strategy formulation through the TOWS Matrix, which crosses internal and external factors to generate four strategy groups: SO, which exploits strengths to capture opportunities; WO, which corrects weaknesses by leveraging opportunities; ST, which uses strengths to reduce the impact of threats; and WT, which is defensive in character.

Jatmiko et al. (2021) demonstrated the application of this method to micro, small, and medium enterprises in Kulonprogo Regency and concluded that seven aspects of business management require attention in order to achieve sustainable competitive advantage. Lansangan (2022), meanwhile, found that integrating SWOT analysis into strategic planning made micro and small agri-food processors more flexible and competitive in a growing market. Both studies confirm the practical relevance of the method, yet both were conducted in settings with relatively mature supporting infrastructure.

The method is nonetheless not free from criticism. Hill and Westbrook (1997) found that its use frequently halts at the compilation of long lists without verification and without follow-through to the strategy formulation stage. Pickton and Wright (1998) highlight the blurred boundary between internal and external factors and the tendency of analysts to conflate fact with opinion. Agarwal et al. (2012) add that the method provides no weighting mechanism, so that every factor appears equally important. Valentin (2001), drawing on the resource-based view articulated by Barney (1991), argues that SWOT analysis not grounded in an assessment of resource value, rarity, inimitability, and non-substitutability tends to identify strengths that are in fact easily imitated and therefore incapable of generating sustainable advantage.

To address these criticisms, a number of researchers have supplemented SWOT analysis with weighting instruments. Ramlan et al. (2016) applied the Analytic Hierarchy Process to rank SWOT factors in small and medium enterprises, while Moghaddaszadeh et al. (2015) integrated SWOT with factor analysis to prioritise strategies in the Persian food industry. The present study takes a comparable path by employing the IFAS and EFAS matrices together with the Internal-External Matrix, so that the resulting strategies are arranged in order of priority rather than presented as an undifferentiated list of ideas. Following David and David (2017), each factor is assigned a weight reflecting its importance and a rating reflecting the enterprise's response, with the product of the two yielding a weighted score.

Culinary micro-enterprises also possess characteristics that distinguish them from other sectors. Products are perishable and therefore demand rapid turnover and tight inventory control. Product quality depends heavily on the consistency of raw materials and the skill of the operator, which in micro-enterprises is rarely standardised in written recipes and procedures. Reputation forms and collapses quickly through word of mouth and online reviews, so that a single food safety incident may have consequences far exceeding its direct loss. Riyanti et al. (2026) found that culinary enterprises in emerging economies therefore need to regulate their openness selectively when collaborating across the value chain, precisely in order to protect product quality and business reputation.

The regional context constitutes a further consideration in this study. Most SWOT studies of culinary enterprises in Indonesia have been conducted on the island of Java, a region characterised by a high density of suppliers, mature logistics infrastructure, and relatively low distribution costs. These conditions cannot be generalised to Manokwari, West Papua, which presents a different cost structure and operational risk profile. For a product such as pudding, which is milk and chocolate based with a short shelf life and high sensitivity to temperature, procurement and logistics factors may prove decisive for business viability rather than merely supportive. Studies located in regions with such characteristics remain limited, and this study is intended to address that gap.

Accordingly, the problems investigated in this study are as follows: a) the enterprise depends on a single product without variant diversification; b) production capacity is highly limited and handled by the owner alone; c) the enterprise holds no business permits or certification; d) no separation exists between business and household financial records; e) a single sales channel is used with no digital presence; f) recipes and production procedures are not standardised in writing; and g) the limited variety of packaging available in the local market obstructs access to the gift-hamper segment. This study therefore aims to identify the internal and external factors affecting Puding Mom Aurora in Manokwari and to formulate business development strategies together with their priorities on the basis of SWOT analysis.

METHOD

This study applies a qualitative descriptive approach with simple quantification at the factor weighting stage, using a holistic single case study design as formulated by Yin (2018). The design was selected because the research seeks to understand in depth the condition of a single enterprise within its real-life context, where the boundary between phenomenon and context cannot be drawn sharply. The unit of analysis is Puding Mom Aurora as a single micro-enterprise entity located in Manokwari Regency, West Papua, with data collection conducted in November 2025. Informants were determined purposively on the consideration that they command the information the research requires. The key informant is the owner and sole manager of the enterprise. Two supporting informants were involved, occupying different positions. The first is a regular customer who resells the pudding, that is, a buyer who purchases repeatedly and markets the product onward within her own circle. This informant was selected because, besides consuming the product, she observes market response at first hand and is therefore able to speak to product acceptance, price reasonableness, packaging appeal, and demand patterns from a position outside the enterprise. The second is another pudding entrepreneur in Manokwari, interviewed as an informant on business environment conditions rather than as an additional research object. Her involvement was confined to the external dimension, covering the sources and means of procuring packaging and raw materials, lead times and shipping costs, demand patterns in the event and gift-hamper market, competitive conditions, and experience in obtaining permits. This informant was not asked to assess the internal condition of Puding Mom Aurora, since such matters lie beyond her knowledge and her position as a comparable entrepreneur would risk biasing any judgement. The identities of both supporting informants are anonymised and the name of the second informant's business is withheld.

The limited number of informants follows directly from the scale of the research object. Puding Mom Aurora is run by one person, markets a single product with a capacity of ten units per day, and has a very small circle of regular customers, so that the number of parties genuinely commanding information about the enterprise is indeed small. Informant selection rests on command of information rather than on number, as is customary in qualitative research. The study involves no employee informants, since interviews confirmed that all business activities, from raw material procurement and production through to sales and financial handling, are carried out by the owner alone without any additional labour. Data in this study are entirely primary and were gathered through semi-structured in-depth interviews together with factor weighting sheets. No secondary data were used, since the enterprise maintains no ordered financial records, holds no digital presence, and retains no systematic archive of orders or purchases, so that no internal documentation was available for analysis.

The interview guide was arranged around the functional dimensions of the business, covering production and operations, marketing, finance, and the procurement of raw materials and packaging, together with the external dimensions of market conditions, competition, suppliers, and regulation. Because the study rests on a single data collection technique, validity is maintained through source triangulation and member checking. Source triangulation compares the owner's account against those of the two supporting informants according to the reach of each one's knowledge. Accounts of product acceptance, price reasonableness, packaging appeal, and market demand are examined against the statements of the reselling customer, while accounts of packaging and raw material procurement, shipping costs, and competitive conditions are examined against the statements of the comparable entrepreneur. With this composition, every external factor obtains at least one point of comparison outside the owner. It should be stated plainly that factors concerning financial administration, recipe standardisation, and internal production procedures nonetheless rest entirely on the owner's account, since they lie beyond the knowledge of both supporting informants. Member checking is conducted by confirming the summary of interview results and the list of strategic factors with the owner before the weighting stage is undertaken. A factor is established as a finding only where it is stated consistently across interviews or is corroborated by at least one supporting informant beyond the owner.

Data analysis proceeds in two layers. The first layer applies data condensation, data display, and conclusion drawing and verification as formulated by Miles et al. (2014) to produce the mapping of internal and external factors. The second layer applies the stages of SWOT analysis, beginning with the determination of weights through an importance scale of one to three, normalised by dividing each factor's value by the sum of all values, conducted separately for the internal and external factor groups so that each totals one. Ratings of one to four are then assigned and weighted scores computed by multiplying weight by rating. Total IFAS and EFAS scores are subsequently plotted on the Internal-External Matrix, followed by construction of the SWOT Matrix and computation of the mean weight of each strategy group to establish priorities.

Weighting and rating were performed by a single assessor, namely the business owner. This choice follows from the character of the research object: the enterprise is run entirely by one person who simultaneously performs the production, marketing, and financial functions, and who is consequently the only party commanding all dimensions of the business at once. Assigning weights presupposes comprehensive knowledge of internal conditions including financial administration, recipe standardisation, and licensing status, which customers and suppliers do not possess. The consequence of this choice for the interpretation of results is acknowledged explicitly in the concluding section. To limit its effect, the factors bearing on the market and the business environment were first corroborated through interviews with both supporting informants, so that the assessor weighted factors whose accuracy had, so far as possible, already been examined against accounts originating outside the enterprise.

RESULTS AND DISCUSSION

Research Informants

This study drew on three informants occupying different positions and commanding different areas of knowledge, all interviewed in November 2025. The key informant, coded IK, is Nurmawati as owner and sole manager of the enterprise, whose account covers every dimension of the business from production and procurement through to marketing and financial handling. The first supporting informant, coded IP1, is a regular customer who resells the pudding, and her account covers product acceptance, price reasonableness, packaging appeal, and demand patterns as observed from the market side. The second supporting informant, coded IP2, is another pudding entrepreneur in Manokwari, and her account covers the procurement of packaging and raw materials, lead times and shipping costs, competitive conditions, and experience with licensing. The two supporting informants were selected so that the external factors identified through the owner's account could each be examined against at least one source outside the enterprise, while the internal factors, which lie beyond their knowledge, necessarily rest on the owner's account alone.

Overview of the Research Object

Puding Mom Aurora is a culinary micro-enterprise established in 2025 in Manokwari, West Papua. Founded by Nurmawati, it began as small-scale home production serving orders from the immediate neighbourhood, and at the time of data collection in November 2025 had been operating for approximately five months, placing it at a very early stage of the business life cycle. The enterprise offers a single product, triple choco pudding, priced at twenty-five thousand rupiah per unit. Production is carried out at the owner's home and handled entirely by the owner without additional labour, with a capacity of ten units per day. Sales are conducted directly at the point of production and through a small number of regular customers who resell the product within their own circles, without any online platform or formal distribution arrangement. The organisational structure is simple and centred on the owner, who performs the production, marketing, and financial functions simultaneously, reflecting the general characteristics of micro-enterprises described by Wheelen et al. (2018).

Mapping of Internal and External Factors

Condensation of the interview data produced twenty-four strategic factors distributed across four groups, as presented in Table 1.

Table 1 Mapping Results of Internal and External Factors

No	Indicators and Problems	Mapping Results
1	Taste and texture of the triple choco pudding are favoured by customers	Internal – Strength
2	Selling price is affordable and competitive for the local market	Internal – Strength
3	Close personal relationship with customers through direct selling	Internal – Strength
4	Production flexibility due to small scale and centralised decision making	Internal – Strength
5	Low cost structure as production is home-based without rental expenses	Internal – Strength
6	Single product with no diversification of flavour or size variants	Internal – Weakness
7	Limited production capacity handled solely by the owner	Internal – Weakness
8	Distribution limited to direct sales & a few resellers in the immediate area	Internal – Weakness
9	No digital marketing activity has been undertaken	Internal – Weakness
10	No separation between business and household financial records	Internal – Weakness
11	No business permits or certification (NIB, PIRT, halal)	Internal – Weakness
12	Short product shelf life and limited refrigeration facilities	Internal – Weakness
13	Recipes and production procedures are not documented or standardised	Internal – Weakness
14	Limited packaging variety and absence of brand identity	Internal – Weakness
15	Demand for puddings at events, gatherings, and institutional activities	External – Opportunity
16	Adequate and readily obtainable raw materials in the local market	External – Opportunity
17	Untapped social media channels and local delivery services	External – Opportunity
18	Government programmes for training, licensing assistance, and financing	External – Opportunity
19	Growing consumer interest in visually appealing gift products	External – Opportunity
20	Partnership opportunities with cafes, canteens, and event organisers	External – Opportunity
21	Increasing number of similar businesses due to low entry barriers	External – Threat
22	Limited variety and availability of packaging containers locally	External – Threat
23	Long lead times and high shipping costs for packaging from other regions	External – Threat
24	Dependence on electricity supply for refrigeration needs	External – Threat

Source: primary data, processed (2026)

The mapping in Table 1 reveals a marked imbalance between the number of strengths and weaknesses, with five strengths set against nine weaknesses. This imbalance is not an indication of failure but a common picture of an enterprise that has been operating for only five months and has not yet had occasion to build management systems. Drawing on Barney (1991) and Valentin (2001), the taste of the product and the close personal relationship with customers hold potential as sources of sustainable competitive advantage because they are valuable to customers and difficult to imitate in a short period. Affordable pricing, by contrast, is readily matched by new entrants, while the low cost structure is in truth a consequence of business scale that will disappear once the enterprise grows and requires separate production premises.

The finding that distinguishes this study from comparable research in Java concerns the location of the procurement constraint. According to the owner, raw materials for pudding are adequately available and readily obtainable in the local Manokwari market, so the initial supposition of supply difficulty was not confirmed. Neither did the owner report any significant increase in the price of chocolate-based ingredients over the past year, so that supply is stable in availability as well as in price and does not constitute a threat to the enterprise. The constraint lies instead in packaging containers, whose variety is limited and which must be brought in from other regions with consequent long lead times and high shipping costs. It should be emphasised that, on the owner's account, this limitation is specific to containers, since label and sticker printing services are available and accessible in Manokwari. This distinction carries strategic value, because the enterprise retains a route to building brand identity even though its choice of containers is restricted.

Calculation of the IFAS and EFAS Matrices

The results of factor weighting and rating by the business owner are presented Table 2.

Table 2 Calculation Results of the IFAS and EFAS Matrices

Code	Strategic Factors	Weight	Rating	Score
S1	Taste of triple choco favoured by customers	0.1	4	0.4
S2	Affordable selling price	0.07	3	0.21
S3	Close personal relationship with customers	0.08	3	0.24
S4	Production flexibility	0.06	3	0.18
S5	Low cost structure without rental expenses	0.05	3	0.15
W1	Single product without diversification	0.09	1	0.09
W2	Highly limited production capacity	0.09	1	0.09
W3	Limited distribution reach	0.08	1	0.08
W4	No digital marketing activity	0.07	1	0.07
W5	Financial records not separated	0.07	1	0.07
W6	No business permits or certification	0.08	1	0.08
W7	Short shelf life, limited refrigeration	0.07	2	0.14
W8	Recipes not standardised	0.05	2	0.1
W9	Limited packaging variety and brand identity	0.04	2	0.08
Total IFAS		**1**		**1.98**
O1	Demand for events and institutional activities	0.14	2	0.28
O2	Raw material availability in the local market	0.13	4	0.52
O3	Untapped digital channels	0.13	1	0.13
O4	Government training and financing programmes	0.1	1	0.1
O5	Consumer interest in gift products	0.08	2	0.16
O6	Partnership opportunities with cafes and institutions	0.09	1	0.09
T1	Increasing number of similar businesses	0.1	2	0.2

T2	Limited packaging variety locally	0.12	2	0.24
T3	Lead times and shipping costs for packaging	0.08	2	0.16
T4	Dependence on electricity supply	0.03	2	0.06
Total EFAS		**1**		**1.94**

Source: primary data, processed (2026)

The total IFAS score places the internal position of the enterprise in the weak category, while the total EFAS score places its capacity to respond to external conditions in the low category. The intersection of the two locates the enterprise in Cell IX of the Internal-External Matrix. It should be noted that both scores fall very close to the upper boundary of their respective categories, so that small changes in weighting could shift the enterprise into an adjacent cell. Conventionally, Cell IX points towards harvest or divestiture strategies; such an interpretation is inappropriate, however, for an enterprise that has been trading for only five months, since the weak category in a start-up reflects a stage of development rather than decline. An enterprise of this age has not yet had the opportunity to build the management systems, legal standing, and market reach whose absence the weakness factors record. A more fitting orientation is consolidation and the strengthening of foundations, that is, correcting fundamental internal weaknesses before undertaking market expansion.

Particular attention should be given to the low ratings obtained by several opportunity factors, notably digital channels, government programmes, and partnership prospects. These ratings do not indicate that the opportunities themselves are weak, but rather that the enterprise has made no response at all to opportunities that are in fact widely open. It is precisely here that the greatest room for improvement lies, since raising the response requires no change in environmental conditions but only initiative on the part of the enterprise.

Strategy Formulation through the SWOT Matrix

Crossing the internal and external factors produced fourteen alternative strategies distributed across four groups, as presented in Table 3.

Table 3 SWOT Matrix of Puding Mom Aurora

	Strengths (S)	**Weaknesses (W)**
	S1 Taste favoured by customers S2 Affordable price S3 Close customer relationship S4 Production flexibility S5 Low cost structure	W1 Single product W2 Limited capacity W3 Limited distribution reach W4 No digital marketing W5 Finances not separated W6 No legal permits W7 Short shelf life

		W8 Recipes not standardised W9 Limited packaging and branding
Opportunities (O) O1 Demand from events. O2 Local raw materials O3 Untapped digital channels O4 Government programmes O5 Gift product interest. O6 Partnership opportunities	**SO Strategies** SO1 Open digital channels built on the taste already accepted by the market and customer testimonials (S1, S3, O3) SO2 Offer products for events and gatherings within the closest customer circle (S3, O1) SO3 Trial new variants using the low cost structure and local raw materials (S5, O2)	**WO Strategies** WO1 Diversify product variants gradually, beginning with size variations (W1, O2, O5) WO2 Open digital marketing and delivery service channels (W3, W4, O3). WO3 Obtain business permits through government assistance programmes (W6, O4, O6) WO4 Apply simple separated financial record keeping (W5, O4)
Threats (T) T1 More similar businesses T2 Limited local packaging T3 Lead time and shipping cost T4 Electricity dependence	**ST Strategies** ST1 Differentiate through recipe distinctiveness against easily entering competitors (S1, T1) ST2 Maintain quality consistency through the owner's full control of production (S1, S4, T1) ST3 Retain existing customers through close personal relationships as competitors increase (S3, T1)	**WT Strategies** WT1 Use plain containers available locally and strengthen their appearance through locally printed labels (W9, T2, T3) WT2 Schedule specialised packaging procurement in long cycles (W2, T3) WT3 Apply order-based production (W7, T4) WT4 Prepare simple written production procedures (W6, W8, T1)

Source: primary data, processed (2026)

Strategy Prioritisation

Priorities were established by summing the weights of the factors underlying each alternative and then computing the mean value for each strategy group. The results are presented in Table 4.

Table 4 Weighting and Prioritisation of Strategy Groups

No	Strategies	Mapping	Supporting Factors	Weight	Mean
1	Opening digital channels based on taste and testimonials	S-O	S1, S3, O3	0.31	**0.237**
2	Offering products for events to the closest customers	S-O	S3, O1	0.22	
3	Trialling new variants using local raw materials	S-O	S5, O2	0.18	
4	Gradual diversification of product variants	W-O	W1, O2, O5	0.30	**0.255**
5	Opening digital marketing and delivery channels	W-O	W3, W4, O3	0.28	
6	Obtaining permits through assistance programmes	W-O	W6, O4, O6	0.27	
7	Applying simple separated financial records	W-O	W5, O4	0.17	
8	Differentiation through recipe distinctiveness	S-T	S1, T1	0.20	**0.213**
9	Maintaining quality consistency as an entry barrier	S-T	S1, S4, T1	0.26	

10	Retaining customers through close personal relationships	S-T	S3, T1	0.18	
11	Plain local containers strengthened by printed labels	W-T	W9, T2, T3	0.24	**0.185**
12	Scheduling packaging procurement in long cycles	W-T	W2, T3	0.17	
13	Order-based production	W-T	W7, T4	0.10	
14	Preparing simple written production procedures	W-T	W6, W8, T1	0.23	

Source: primary data, processed (2026)

On the basis of Table 4, the WO strategy group obtained the highest mean value, followed in turn by the SO, ST, and WT groups. This finding indicates that the enterprise's principal priority lies in correcting internal weaknesses by leveraging available opportunities. The result aligns with the enterprise's position on the Internal-External Matrix, which calls for consolidation of foundations first, and the consistency between the two approaches strengthens confidence that the enterprise is not yet ready for market expansion.

The divergence from the findings of Jatmiko et al. (2021) merits attention. That study identified the ST group as the highest-scoring group among micro, small, and medium enterprises in Kulonprogo Regency, indicating that those enterprises already possessed sufficient strengths to confront threats. The divergence is reasonable given that their research object was an aggregate of many business units, most of which had been operating for years, whereas the object of the present study is a single enterprise five months old whose strengths remain limited. The comparison underscores that strategic priority is contextual and contingent upon the developmental stage of the enterprise.

Discussion

The findings of this study reinforce the conclusions of Lansangan (2022) and Jatmiko et al. (2021) that SWOT analysis helps micro-enterprises understand their position and formulate more directed steps. This study shows, however, that the added value of SWOT analysis for a newly established enterprise lies not in the discovery of anything new, but in the ordering and ranking of matters the owner already recognised yet had never arranged systematically. The owner knew that the enterprise offered only one product and that its packaging was limited, but possessed no basis for judging which of the two was the more urgent to remedy.

The criticism advanced by Hill and Westbrook (1997) concerning the tendency of SWOT analysis to halt at long lists proved pertinent during this research. In the early stages of data gathering, several items put forward turned out to be inconsistent with the factual condition of the enterprise, among them a claim of product variant diversity in a business that in fact offers only one product. Cross-checking against the accounts of supporting informants and returning to the owner with follow-up questions proved necessary to separate actual conditions from perception and aspiration, so that source triangulation is not a merely formal procedure but a determinant of the reliability of findings in research resting on a single principal informant.

The contextual contribution of this study lies in the displacement of the procurement constraint. Jatmiko et al. (2021) identified limited access to quality raw materials as one of the principal obstacles facing micro, small, and medium enterprises, whereas this study finds raw materials adequately available at stable prices and the obstacle shifted onto packaging containers. The contrast is instructive: an input widely assumed to be problematic in peripheral regions proved unproblematic here, while an input rarely examined in the literature proved decisive. This indicates that the obstacle profile of micro-enterprises is specific to product type and region, so that uniformly designed development programmes risk failing to address the actual problem. The practical implication is that assistance programmes for culinary micro-enterprises in regions with comparable characteristics need to attend to packaging access rather than concentrating, as they largely have, on production and marketing training alone.

Furthermore, the packaging constraint in this case is not merely an operational matter but a strategic barrier. The most promising growth opportunity for the enterprise, namely the gift-hamper and event order market, is precisely the segment that most demands visual product appeal. A constraint that appears technical therefore locks the door to the enterprise's largest opportunity. Because the limitation applies only to containers and not to labelling services, however, a low-cost route remains available in the form of simple locally obtainable containers strengthened through locally printed labels. A SWOT analysis halting at the general formulation of packaging difficulty would lose this distinction, and with it the most affordable strategy available to the enterprise, exactly as Pickton and Wright (1998) warned in respect of factor formulation that is too loosely specified.

The account of the comparable entrepreneur lends preliminary support to this finding. She reported facing similar difficulty in obtaining packaging containers in the local market and resorting to the same course of ordering from other regions, while labelling needs could be met within Manokwari. The correspondence between the accounts of two unconnected entrepreneurs indicates that the packaging constraint is not peculiar to one enterprise but relates to the structure of supply availability in the region. With only one point of comparison, however, this indication cannot be treated as an established pattern and requires testing across a larger number of enterprises.

CONCLUSION

SWOT analysis of Puding Mom Aurora shows that the enterprise's strengths rest on a product taste already accepted by the market and on close personal relationships with customers, while its weaknesses centre on dependence upon a single product, limited capacity and sales channels, the absence of legal permits and separated financial records, and restricted packaging variety and brand identity. Externally, the greatest opportunities arise from demand in the event and gift-hamper market and from digital marketing channels that remain entirely untapped, while the principal threats take the form of increasing competition and the limited local availability of packaging containers; raw materials, by contrast, are adequately available at stable prices. The enterprise's weak internal and low external position establishes consolidation of foundations as the most appropriate strategic orientation, so that the WO strategy group constitutes the primary priority, comprising gradual diversification of product variants, the opening of digital marketing channels, the securing of business permits through assistance programmes, the application of separated financial record keeping, and the use of simple locally available containers strengthened by locally printed labels as a low-cost route into the gift-hamper market.

This study contributes to the development of economics and business by demonstrating that the obstacle profile of culinary micro-enterprises is regionally specific, and that development assistance therefore requires design attuned to local procurement conditions rather than uniform application. It also carries limitations that should be stated openly. As a single case study, its results are not intended for statistical generalisation but for analytical generalisation to theory. The most significant of these is that weighting and rating were carried out by a single assessor, so that the resulting weights should be read as the owner's structured perception of her own business rather than as an objective measure. This limitation warrants particular caution in respect of the weakness factors, several of which bear directly on the owner's own managerial performance and may therefore have been assessed more leniently than an external party would have judged them. Identification and verification of factors nonetheless drew on interviews with reselling customers, so that source triangulation operated at the stage where accuracy was established, even though it could not operate at the weighting stage. That triangulation is itself partial in reach: reselling customers can speak to product acceptance, pricing, packaging appeal, and demand, but not to procurement, licensing, or government programmes, so that the factors in those areas rest on the owner's account alone and should be read accordingly.

A further limitation concerns the number of informants, namely the owner, one reselling customer, and one comparable entrepreneur. This is in part a consequence of the scale of the research object, but it bears on the strength of verification: the reselling customer represents a single market vantage point and may not reflect the perceptions of all buyers, while correspondence with a single comparable entrepreneur serves as a preliminary indication rather than evidence of a regional pattern. A further limitation follows from the study resting on interviews as its sole data collection technique. Because the enterprise maintains no ordered financial records, holds no digital presence, and retains no systematic archive of orders, no internal documentation was available against which verbal accounts could be checked, and the operational data therefore rest on the recollection of those interviewed. Future research is accordingly advised to widen the range of informants to include more customers, suppliers, packaging providers, and further culinary entrepreneurs in Manokwari, to complement interviews with direct observation of the production process and premises, to involve several assessors, and to apply the Analytic Hierarchy Process with a consistency ratio test to strengthen the reliability of weighting, or the Quantitative Strategic Planning Matrix to rank alternative strategies quantitatively, and to extend the enquiry into a multiple case study of several culinary micro-enterprises in Manokwari so that a more generalisable picture of constraint and strategy patterns in the region may be obtained.

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