

MARKETING STRATEGY AND FLORIST BUSINESS DEVELOPMENT AT LITTLE PUFF FLORIST



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Abstract

The florist industry has experienced significant growth in recent years, particularly due to increased consumer interest in flowers as part of home decor, gifts, and special events. However, the competitive market and changing consumer preferences demand that florists adopt effective marketing strategies and understand the internal and external factors that can impact their business. By leveraging internal strengths and external opportunities, while addressing weaknesses and threats, florists can design effective strategies for business development. The methods used in this study are qualitative, with a case on Little Puff Florist. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is utilized to identify internal and external factors, and the QSPM (Quantitative Strategic Planning Matrix) decision stage to evaluate alternative strategies based on internal and external success factors. The alternative strategies for Little Puff include improving customer service, enhancing marketing through digital technology, and developing products with new innovations. The marketing and development strategies employed by Little Puff are market penetration and product development. The SWOT analysis indicates maintaining product quality, improving service, enhancing product development, and maintaining customer trust.

Keywords: Florist, Marketing Strategy, Business Development, SWOT, QSPM

INTRODUCTION

Indonesia is known for its abundance of flora, and has the potential as an ornamental plant. With its diverse beauty and uniqueness, Indonesia's flora has a great opportunity to be developed as a significant commercial commodity, contributing to increasing income from the ornamental plant trade and the country's foreign exchange. One sector that stands out is horticulture, which is included in agriculture classification and has high economic value. In Indonesia, there are various varieties of fruit, vegetables, and flowers in the development of horticultural products.

Several commodities included in the horticulture category are ornamental plants, fruit, vegetables, and medicinal plants. Ornamental plants are classified into four groups among them flower cut, leaf cuttings, potted ornamental plants, and ornamental plants for landscape gardening. In the group of ornamental plants, cut flowers are generally in demand by the public as they have an economical price with the dancing flower colors, some types of these cut flowers are Orchids, Chrysanthemums, Roses, Sedap Malam, and others. Besides being sold in pots, ornamental plants can also be sold in units or stalks as cut flowers (Pradhika, Irianto, and Adi 2018).

Floriculture is a branch of horticulture that focuses on the production and sale of various types of flowers and ornamental plants. This type aims to produce plant ornamental with high quality, including cut flowers, pot plant, ornamental plants, and others (Marlia 2012). This has the opportunity to be empowered as an important commercial commodity and can contribute to increasing the income of ornamental plant farmers and foreign exchange. The productivity of flower crops is very dependent on the trends that exist in that year. Farmers and distributors always follow the current flower trends because people's needs for flowers depend on their lifestyle, and the types of flowers purchased follow the current trend. For instance, in recent years, chrysanthemums have been in greater demand by the public (Alfarezy and Hadianto 2022).

Nowadays, the cultivation of ornamental plants and cut flowers is widely practiced by many people because Indonesia has relatively large areas of land so that they use the space to develop relatively large agribusinesses, such as floriculture, which has quite large prospects in the national and international markets. Cut flower commodities including a group of floriculture plants have the characteristics of ornamental plants, which are cultivated specifically for their flowers and sold as fresh cut flowers. Therefore, entrepreneurs need to have artistic skills to be able to trade their products fresh and have artistic shapes and colors to attract potential consumers (Zahidah, Roessali, and Setiadi 2020). In line with the times and increasingly recent trends, consumption of cut flowers tends to increase. Currently, people have a positive perception of cut flowers, that they can be utilized as gifts for congratulations, expressions of sympathy, wedding events, and so on that they are not limited to mere decoration. With the increasing interest in cut flowers, competition in developing this commodity is also increasing.

Along with the development of people's lifestyles today, the aesthetic needs are also getting higher, the increasing public purchases can be a cause in opening a florist business. The factor that causes the increase in the number of demands for ornamental plants is the level of community mobilization for a product, especially non-food products. Increasing public spending on consumption of non-food products becomes an opportunity for ornamental plant businesses to gain consumers. The influence of people's consumption

patterns on a product can result in its creation a trend life style. Its factors greatly influence the increase or decrease in consumption of ornamental plant products, especially flower bouquets. Ornamental plants are a tertiary need that is fulfilled after people can meet their basic needs. Needs beyond the basic needs are good which has high sensitivity. In one moment, it will be popular and the prices will be high because there is a lot of demand, at other times, it will decline sharply as demand decreases (Sibuea and Ahmad 2021).

West Java Province is a province in Indonesia which is known for various creative businesses, including the florist business. The florist business in West Java has grown rapidly along with the increasing demand for flowers and flower arrangements for various events. of the 26 cities/regencies in West Java Province, there are 3 cities/regencies with the highest number of florist businesses: Bandung Regency with 60 florist businesses, Bandung City with 48 florist businesses, and Bogor Regency with 21 florist businesses

Strategy is the important thing for business people because it becomes a part of the activities designed to carry out business activities. The better and more precise people are in carrying out the strategies applied, the stronger they will be in facing competition and will be able to excel in developing your business. The strategy that must be used in marketing activities and developing a florist business is to consider conditions internal and external business. The main challenge faced today is how to build and maintain a business in the market and environment. By analyzing marketing and business development, florist businesses are expected to be aware of industry competition.

REVIEW OF LITERATURE

Oktaviana (2019) stated that the Natalia Nursery SWOT matrix shows five alternative choices, namely: increasing purchase contracts, increasing product quality, increasing product development, maintaining customer trust, finding flower supplier partners. Then in the QSPM matrix, it was found that the strategic priorities are: (1) increasing purchase contracts, (2) increasing product development, (3) maintaining customer trust, (4) improving product quality, (5) finding flower supplier partners. Nurzaeni (2021) stated that internal environmental strengths include the owner's perseverance in managing the business, good flower quality, ideal natural conditions for flower cultivation, and a friendly working atmosphere among employees. The internal weaknesses are low human resources and the implementation of low management information systems.

RESEARCH METHOD

Type of qualitative research used a case approach. The research was conducted at Little Puff Florist, Bandung City, West Java Province. Data types were secondary and primary data. Secondary data included data from the Central Statistics Agency, Bandung City Tourism and Culture Office, and documents sourced from Little Puff as references in interviews related to mapping the Strengths Weaknesses Opportunities Threats (SWOT) quadrant. Primary data was obtained through interviews, consumer questionnaires using a Likert scale, SWOT questionnaires to formulate alternative strategies, and Quantitative Strategic Planning Matrix (QSPM) questionnaires to select recommended strategies for developing florist businesses. The sampling technique was purposive sampling, namely 30

(thirty) people and interviews with 5 (five) people. Method of analysis data on this study was done with using the SWOT and Quantitative Strategic Planning (QSPM) methods.

RESULTS AND DISCUSSION

Respondents used as the preference consumer in this study as many as 30 people. Company image is the positive or negative evaluation of a company from customer view in the form of information received. This can be seen in Table 1.

Table 1.
Company Image

No	Statement	Percentage (%)				
		Strongly Disagree	Disagree	Quite Agree	Agree	Strongly Agree
1	Little Puff is an easy name to remember	7	10	23	23	37
2	Has good store reputation	0	0	40	30	30
3	Get trust from customer	0	0	23	47	30
4	Already known for the public	10	7	33	27	23

Source: Primary Data (2024)

Table 1 explains that as many as 37% of respondents stated strongly agree if Little Puff is a business that has a memorable name or easy to remember. With a good store reputation, of course, it will make a business easier for customers to remember, which is supported by 40% stating that they quite agree that Little Puff's reputation is quite good. So that as many as 47% of respondents stated that they agreed to give Little Puff confidence in handling their orders. With a good store reputation and trust from customers, Little Puff is a business that is easy to remember when you need florist products, so as many as 33% of respondents stated that Little Puff is well known in the surrounding community.

Research result related preference consumer at Little Puff can be seen in Table 2 below.

Table 2.
Consumer Preferences

No	Statement	Percentage (%)				
		Strongly Disagree	Disagree	Quite Agree	Agree	Strongly Agree
1	Products sold have affordable price	10	7	33	27	23
2	Quality the service provided is excellent	3	7	23	50	17
3	Employee notice the consumers' need	0	0	40	27	33
4	Products have good quality	0	0	14	53	33
5	Convenience election of products and payments	0	0	10	47	43

Source: Primary Data (2024)

Table 2 states the results of Little Puff consumer respondents before determining product purchases at Little Puff, as many as 33% they quite agree if Little Puff has affordable product prices. It is one of the important decision processes that can influence consumers in purchasing a product, with as many as 50% stating that they agree if Little Puff provides excellent service quality. Besides price, of course service becomes a factor that consumers

want in shopping. In addition, with good service and 40% of respondents stating that employees are quite helpful in paying attention to the needs and desires of consumers, this is certainly one of the comfort factors in shopping. And as many as 47% of respondents stated that they agreed that Little Puff has a large selection of products and ease of payment that can be made with a digital system.

Table 3 explains the loyalty results of Little Puff consumers.

Table 3.
Consumers' Loyalty

No	Statement	Percentage (%)				
		Strongly Disagree	Disagree	Quite Agree	Agree	Strongly Agree
1	Make a repeat purchase	0	0	20	47	33
2	Not interested in shopping elsewhere	13	17	13	24	33
3	Recommend Little Puff	0	0	27	30	43
4	Buy product only at Little Puff	7	13	20	37	23

Source: Primary Data (2024)

Table 3 states that as many as 43% agree that respondents made repurchases at Little Puff, with the good quality and service provided by Little Puff to consumers making one of the factors of consumer loyalty. And as many as 33% strongly agree that they are not interested in shopping for similar products elsewhere as they have their own satisfaction with the products at Little Puff. So that the quality and service offered make 43% of respondents strongly agree that Little Puff can be recommended store to others to be able in buying the products offered by Little Puff. This makes 37% of respondents state that they quite agree to buy florist products only at Little Puff and are not interested in shopping at other florists.

The internal environment is an organizational aspect that aims to identify the strengths and weaknesses of a company. This process includes evaluation in various areas, such as human resources, marketing, management administration, and production.

a. Human Resources

Little Puff employees show a high level of discipline and morale, which is reflected in their high level of loyalty to the company, as most of the employees have been working since the company's inception. Little Puff has a total of 11 female employees with the majority of employees having a high school education background.

b. Marketing

The marketing analysis uses an enlargement mix strategy approach with the concept of marketing mix or 4P (Product, Price, Place, and Promotion). Clearer details of the enlargement mix can be seen in the description below:

1) Product

The product produced by Little Puff is a series of flowers. The flower products used by Little Puff use flower quality with grade A+ or A, which has the characteristics of a flower stalk of more than 60 cm, flower petals of 8-12 cm in diameter, and durability at room temperature can last for approximately 5 - 7 days.

2) Price

The price set by Little Puff uses the prevailing market price according to the quality of the product Little Puff has. The selling price offered by Little Puff differs based on the category and level of difficulty in assembling process. This can be seen in Table 4.

Table 4.
Selling Prices at Little Puff Florist

No	Category	Lowest Price (Rp)	Highest Price (Rp)
1	Fresh Flowers	35.000	5.500.000
2	Artificial Flowers	20.000	3.500.000
3	Dried Flowers	20.000	1.850.000
4	Standing Flowers	245.000	1.500.000

Source: Little Puff

It can be seen in the table above that the prices of flower series are based on category. But Little Puff can accept booking based on the consumer's budget.

3) Place

Mix strategy place applied by the company covers aspect location and path distribution, location has an important role in attracting consumers because of the ease of access to obtain products and influence their purchasing decisions. Little Puff's business location is located at Ruko Jl. Taman Mekar Agung No.17, Mekarwangi, Kec. Bojongloa Kidul, Bandung City, West Java. The distance of the business location, which is relatively close to the city centre, campus or school, and hospital become one of the advantages for Little Puff to market florists.

4) Promotion

Promotion is one strategy for introducing product to society for more known. Little Puff utilizes online media as step to promote business, such as Instagram, Facebook, YouTube and Little Puff's official website. Besides, Little Puff regularly holds workshops and collaborates with external party so that with conducting workshops as well collaboration then Little Puff is easier known by the public.

c. Management

In management company, there is a number of necessary aspects noticed, such as planning, organizing, implementing, and supervising. These functions have an important role in carrying out activities so that all activities can run smoothly, and the goals that have been set can be achieved.

1) Planning

Planning is the most effective process to reach desired and anticipated goals obstacles that are not expected with available resources. Planning plays an important role in a business as it enables efficient management of work. Little Puff has done a good job of planning, arranging plans based on categories or according to celebrations, such as Mother's Day, Eid al-Fitr, New Year, Valentine's Day, and Chinese New Year.

2) Organizing

The capabilities possessed by qualified human resources are an important factor in the success of a company in running its business. Thus, identifying HR-related factors, such as employee performance, recruitment, loyalty, and compensation, is an important step in formulating company strategy. Working days at Little Puff are Monday - Friday from 08.00 - 17.00 WIB and Saturday - Sunday from 08.00 - 15.00 WIB. The wage given to employees is a monthly wage of IDR 2,000,000 - 5,000,000 which is paid monthly according to the division.

3) Implementing

The implementation of Little Puff business activities is carried out by 11 (eleven)

employees and two founders who participate fairly in the implementation of activities, during the celebration of holidays usually only one person is in charge of administration, one person asks about the stock of ingredients, and 11 others arrange flowers.

4) Supervision (Controlling)

This company supervises from stage troops material standard, care stock flowers, to the assembly process. The purpose of supervision is to identify and ensure that the company's activities run according to the plan that has been set. Meanwhile, preventive measures are taken when the company faces disruptions in its operations, with specific steps to overcome these problems, such as providing generators when the shop is blacked out as a showcase protection to keep the flowers fresh.

d. Production

In the process of production activities by Little Puff based on the celebration of holidays, there are celebrations of holidays, such as Eid al-Fitr, New Year, Teacher's Day, Chinese New Year and Valentine's Day production that can reach 100 - 200 bouquets or vases. Nevertheless, if on weekdays, Little Puff is able to produce 10 - 30 bouquets or vases of flowers, which are usually orders from birthdays, weddings, grand opening stores, or grief.

External Environmental Analysis

The analysis of a company's external environment deals with factors from outside the company that affect its operations. Identification of external factors is very important because these are conditions that cannot be directly controlled by the company itself. The economic conditions of a country greatly affect the development of the ornamental plant industry, both directly and indirectly. The increased economic growth illustrates that there is an increase in the welfare of the Indonesian people, with the existence of increased public welfare, it allows an increase in people's purchasing power (Rusdi, 2019)

Social and cultural changes have a major impact on a product that is marketed. The changes in values, lifestyle trends, and consumer preferences can affect the demand for a product. Little Puff makes a positive contribution to social and culture by following changes in current trends, with various celebratory events or special days, such as birthdays, new year, valentines, Chinese New Year, independence, Eid and Christmas, and flowers are often one of the choices of people to use as decorations.

In running a business, it is necessary to concern with the several legal aspects and regulations from the government, in the form of a legal entity of the business being run and the business license obtained by a company. Little puff is one of the MSMEs that does not have a legal form of business entity. The rapid development of technology has provided convenience to the community in various aspects so that various services can be accessed easily. Little Puff uses current technological advances by displaying their product information on websites, social media, such as WhatsApp, Instagram, YouTube, and Facebook, as well as using E-commerce, such as Tokopedia and Shopee. In addition, Little Puff facilitates consumer transactions by providing payment alternatives, such as QRIS, PayPal, and Debit. By utilizing current technological advancements, Little Puff is able to increase sales and expand business reach more rapidly.

Identification of Internal and External Factors

Strengths and weaknesses are resources, skills, or advantages within a company that are internal factors in influencing the company's ability to compete in the market. Little Puff

has a strategic marketing store due to its easy access and proximity to hospitals and schools. Little Puff has employees and teams who are skilled in carrying out tasks effectively and efficiently, with the direction and activities in skill development that are often carried out making Little Puff employees have good skills in arranging flowers. Having a product with good quality is certainly an advantage possessed by a company, the quality of fresh flowers is also an advantage at Little Puff business. Changing trends and lifestyles make a company to be more able to attract the attention of consumers, by being innovative and creative in business is the key to maintaining customer appeal and differentiating themselves from competitors, and Little Puff always strives to offer innovative arrangements by using some creative additions to attract consumers.

The limited durability of flowers at room temperature and susceptibility to wilting causes limitations in marketing, currently marketing for fresh flowers at Little Puff is limited to only accepting deliveries in the Bandung area. This is because Little Puff wants to maintain the quality of flower products to keep them fresh until they reach consumers, but for other products, such as artificial flowers, flower boards, and other bouquets, Little Puff accepts orders throughout Indonesia.

Opportunities and threats are two external environmental factors that can influence the performance and success of a business. Opportunities are the situations from the outside that can benefit the company, meanwhile threats are the situation from outside companies that can have an unfavorable impact on the company. Based on the results of the identification of Little Puff's external environment that has been carried out, a classification of opportunity factors and threat factors is obtained. The factors include low buyer bargaining power, technological advances, changes in behavior and lifestyle. Consumer behavior and lifestyle trends can have a significant impact on a company. Currently, people have a relatively high lifestyle, especially among young people who follow and have several trend changes. Thus, Little Puff takes this opportunity by offering unique items and decorations that can be a way to express themselves and at activities or events become a trend in decorating to beautify the room. Little Puff's threats are fluctuations in raw material prices, and tight competition. The main raw material in the florist business is fresh flowers, which are highly influenced by natural factors that can result in fluctuations in flower supply and unstable prices. Changes in trends and lifestyles can be one of the factors in the emergence of fiercer competition, and other competitors can produce higher quality products than Little Puff.

Formulation of Company Strategy

Identification of internal factors at Little Puff and the strength factors owned by Little Puff are quality products, introducing new and innovative products, varied products, experienced employees, and strategic store locations. Meanwhile, the weakness factors are unstable stock, customer service has not reached the standard, long workmanship, flower prices are considered too expensive, and the store's reputation is not too bad. Matrix preparation was done after weighting and rating each internal factor. The determination of weights and ratings was carried out by internal parties and external parties of Little Puff. The results of the IFE matrix analysis can be seen in Table 5.

Table 5.
IFE Matrix Analysis

No	Internal factors	Weight Average	Average Rating	Total Score
Strength				
1	Providing quality products to consumers	0,09	4,00	0,36
2	Always introducing new and innovative products	0,11	3,60	0,39
3	The variety of products offered	0,11	4,00	0,43
4	Employees are experienced in flower arrangement	0,11	3,80	0,43
5	The shop location is very strategic and easy to access	0,08	3,60	0,30
Total Strength Score				1,91
Weakness				
6	The availability of flower stock is sometimes unstable	0,11	1,40	0,15
7	Customer service is not up to standard	0,11	1,00	0,11
8	Processing time takes too long	0,10	1,00	0,10
9	The price of flowers is considered too expensive	0,08	1,60	0,13
10	The shop's online reputation isn't too bad	0,09	1,00	0,09
Total Weakness Score				0,59
Total of Internal Factor Score				2,50

Source: Primary Data (2024)

Table above explains the results of the IFE matrix obtained a total internal factor score of 2,50 with a total strength score of 1,91 and a total weakness score of 0,59. Based on the IFE matrix on internal factors, the biggest key strength that Little Puff has is having a variety of product types and employees who are experienced in arranging flowers, which is written with a score of 0,43. Little Puff not only sells fresh flowers but several other types of florists, which are arranged in an innovative form. This aims to attract consumer interest so that Little Puff can meet consumer demand because at certain times, for instance holidays, consumer demand tends to increase so it is necessary to have a varied type of product so that consumers can choose according to their wishes. Meanwhile, the main weakness that Little Puff has is the availability of stock, which is sometimes less stable. This is illustrated by a score of 0,15. At the time of the big day celebration, the stock of flowers is less stable due to increased demand and limited flower stock makes Little Puff need to look for additional flowers to meet the needs of consumer demand.

The results obtained on the EFE matrix can be seen in Table 7.

Table 7.
EFE Matrix Analysis

No	External Factors	Weight Average	Average Rating	Total Score
Opportunity				
1	High demand for local celebrations	0,11	3,80	0,41

2	Consumer demand is increasing every month	0,11	3,60	0,38
3	Collaboration with vendors in special events	0,10	3,80	0,38
4	Increased public interest in products	0,09	2,20	0,19
5	Potential to expand online services and delivery	0,11	4,00	0,44
Total of Opportunity Score				1,81
Threat				
6	Competition from other established florists	0,10	2,80	0,29
7	Fluctuations in the price of flower raw materials	0,09	2,20	0,21
8	Changing trends in preferences by consumers	0,10	3,00	0,30
9	Strict regulations regarding flower marketing	0,09	2,00	0,18
10	Limited product in marketing	0,10	2,00	0,19
Total of Threat Score				1,17
External Factor Score				2,99

Sources: Primary Data (2024)

Table 7 explains the results of the EFE matrix, which shows that the total score of external factors is 2,99 with a total opportunity score of 1,81 and a total threat score of 1,17. Based on the EFE matrix on the key factors, the biggest opportunity of Little Puff is the high demand for local celebrations, written with a score of 0,41. Local celebrations and holidays Little Puff always gets an increasing demand not only for holidays but in every month, there is an increase in consumer demand. Meanwhile, the key threat factor that Little Puff has is changing trends in consumer preferences with a score of 0,30. Changing trends in consumer preferences are certainly a threat to Little Puff if it cannot keep up with current trends, because there are often changes in social trends that can affect a person's lifestyle.

The total score of the IFE matrix is 2,50 and the total EFE matrix is 2,99. Then Little Puff occupies cell V. The results of the IE matrix mapping show that Little Puff is in cell V, namely hold and maintain.

Table 8.
Total of EFE Score

		Strong 3,00 – 4,00	Currently 2,00 – 2,99	Weak 1,00 – 1,99
		4,0	3,0	2,0
	High 3,00 – 4,00	I <i>Grow and Build</i>	II <i>Grow and Build</i>	III <i>Hold and Maintain</i>
TOTAL EFE SCORE	Currently 2,00 – 2,99	IV <i>Grow and Build</i>	V <i>Hold and Maintain</i>	VI <i>Harvest of Divest</i>
	Low 1,00 – 1,99	VII <i>Hold and Maintain</i>	VIII <i>Harvest of Divest</i>	IX <i>Harvest of Divest</i>
		1,0		

Figure 1

IE Matrix Analysis

IE matrix shows general strategic overview for Little Puff management, to obtain more specific strategic results. It is necessary to conduct additional analysis using the SWOT matrix. The strategies generated from the SWOT matrix are based on the development of the

results of the IE matrix results.

SWOT Matrix

SWOT matrix analysis was carried out after analyzing IFE and EFE matrices as well next with IE matrix analysis for determine position company. SWOT matrix aims to produce more specific strategies, the SWOT matrix consists of developing four alternative strategies that focus on the company's strengths, weaknesses, opportunities, and threats. The results of the SWOT matrix analysis can be seen in Table 9.

Table 9.
Little Puff SWOT Matrix

<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: right;">Internal</div> <div style="text-align: left;">External</div> </div>	<u>Strength</u>	<u>Weakness</u>
	<ol style="list-style-type: none"> 1. Providing quality products to consumers 2. Always introducing new and innovative products 3. The types of products offered vary 4. Increased public interest in products 5. The shop location is very strategic and easy to access 	<ol style="list-style-type: none"> 1. The availability of flower stock is sometimes unstable 2. Customer service is not up to standard 3. Long processing time 4. The price of flowers is considered too expensive 5. The shop's online reputation isn't too bad
	<u>S-O Strategy</u>	<u>W-O Strategy</u>
	<ol style="list-style-type: none"> 1. High demand for local celebrations 2. Consumer demand is increasing every month 3. Collaboration with vendors in special events 4. Increased public interest in products 5. Potential to expand online services and deliver 	<ul style="list-style-type: none"> ● Maintain quality (S1, S2, S3, S4, O1, O2, O3, O4, O5) ● Increase service to customers (W1, W2, W3, O1, O2, O3)
	<u>S-T Strategy</u>	<u>W-T Strategy</u>
	<ol style="list-style-type: none"> 1. Competition from other established florists 2. Fluctuations in the price of flower raw materials 3. Changing trends in preferences by consumers 4. Strict regulations regarding flower marketing 5. Product limited in marketing 	<ul style="list-style-type: none"> ● Increase development product (S2, S3, S4, S5, T1, T3) ● Guard trust customers (W1, W2, W3, T1, T2, T5)

Source: Primary Data (2024)

The results of the preparation of the Little Puff SWOT matrix and the resulting several alternative strategies, among others:

- a. S-O Strategy (*Strength – Opportunity*)
 Maintain Quality Product
 Little Puff prioritizes quality by selecting good raw materials so that the company needs to maintain its quality. The appearance of a product can affect consumer decisions. Efforts that can be made to maintain quality are by utilizing innovative ideas with various types of variations. This can be used by the company as a strategy to maintain its quality standards.
- b. W-O Strategy (*Weakness – Opportunity*)
 Increase Service to Customer
 Providing good service can help and build a positive company reputation in the eyes of customers. Efforts can be made by collecting customer feedback regularly to continuously improve the quality of service that Little Puff has.
- c. S-T Strategy (*Strength – Threat*)
 Increase Development Product
 Higher creativity with a focus on product development can help produce more creative and innovative work that makes it more attractive to customers and following the current trend conditions is one that can differentiate itself from competitors.
- d. W-T Strategy (*Weakness – Threat*)
 Maintaining Customer Trust
 Customer trust is one of the important things that needs to be maintained by Litte Puff because this can show a high level of consumer loyalty. Loyal consumers will find it difficult to switch to competing products.

Decision-Making Stage

The Decision Stage is the final stage in the strategy formulation process, involving the selection of the best strategy from the various options previously identified. The analytical tool used to assist this process is QSPM (Quantitative Strategic Planning Matrix). The use of QSPM aims to identify the best alternative strategies that can be implemented by the company, considering the company's conditions. QSPM evaluates the attractiveness of various alternatives based on key internal and external factors that can be utilized and improved.

Based on analysis using QSPM matrix, obtained a priority order of strategies that are suggested to be implemented by Little Puff, including:

Table 10.
QSPM Results

No	Alternative Strategies	TAS Score	Rate
1	Maintaing product quality	3,007	1
2	Increase service to customer	2,971	2
3	Increase marketing with digital technology	2,899	3
4	Develop product with new innovation	2,856	4

Source: Primary Data (2024)

Table 10 explains that the selected strategy is yo maintain the current product quality with STAS 3,007. Things that can be conducting regular quality inspections of flowers and employing proper flower arrangement techniques to maintain their beauty and freshness. this

way it can adjust and improve quality standards based on customer feedback to enhance customer satisfaction in purchasing products at Little Puff.

CONCLUSION

Internal factors of Strength are product quality, new and innovative products, varied products, experienced employees in flower arrangement, and strategic location. Internal factors of Weakness are stock availability, customer service, processing time, expensive flower prices, and online store reputation. Meanwhile, external factors that become Opportunities in carrying out strategies and development with high demand, collaboration in special events with vendors, increasing public interest, and the potential to expand online services. Then, the external factors that pose a Threat are competition, fluctuations in raw material prices, changing trends, trade regulations, and limited products in marketing. In the IE matrix, Little Puff's position is in cell V, namely Hold and Maintain. The strategies that can be applied by Little Puff are market penetration and product development strategies with reference to increasing production in larger marketing, as well as product development that focuses on increasing sales by improving service and quality of existing products so that it can maintain its position in the market and can even increase its business development. Based on the QSPM matrix, it is found that the priority order of strategies that can be carried out by Little Puff are improving services to consumers, increasing marketing with digital technology, and developing products with the new innovations.

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