



MARKETING STRATEGY OF ORNAMENTAL PLANTS IN MUARA BANGKAHULU DISTRICT, BENGKULU (CASE STUDY AT KARYA TAMAN FLOWER DEPOT)

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ABSTRACT

Ornamental plants are now an essential element in beautifying companies, housing, city parks, and certain areas, thereby increasing demand in the future. The success of ornamental plant agribusiness is influenced by marketing strategies, which often follow trends. When a trend occurs, the price of ornamental plants soars, but decreases when a new trend appears. Ornamental plants are also not a basic necessity consumed every day, so it is necessary to develop the most appropriate marketing strategy to achieve the desired business turnover and reach a wider market share. The data analysis used in assessing these objectives is IFAS, EFAS, I-E Matrix, SWOT Analysis, and QSPM analysis. The research results show that the IFE (3.126) and EFE (3.35) values are above 3, indicating a strong flower depot business environment. Karya Taman Flower Depot can exploit its strengths and opportunities to minimize the impact of existing weaknesses and threats. IE matrix mapping is in cell division I, namely the growth and build stage. SWOT analysis produces eight alternative strategies. The priority strategy based on QSPM is to expand the market by utilizing technological developments, improve management functions by increasing the number of employees, become the leading supplier of greening needs in housing complexes, offices, and other agencies, and carry out more intensive promotions.

INTRODUCTION

Ornamental plants in Indonesia are now not only home decorations but also important objects in beautifying companies, housing complexes, and city parks, and they have even become symbols of the beauty of an area. According to Simatupang and Sitorus (2015), the development of ornamental plant agribusiness is closely related to the tourism sector, housing development, hotels, offices, and environmental beauty. Sanjaya et al. (2017) added that the construction of hotels, housing, and buildings drives demand for garden decorations, impacting ornamental plant agribusiness growth. Apart from that, the increase in population and people's awareness of beauty, which is influenced by the level of education, will also encourage an increase in demand for ornamental plants in the future.

Ornamental plants are part of the horticultural agribusiness subsector with promising business prospects. The plant parts used include flowers, leaves, fruit, and stems, with varying indoor and outdoor placements. Ornamental plant business patterns consist of three types: independent cultivation by farmers, sales in shops with supplies from other farmers, and a combination of cultivation and sales through their shops (Bank Indonesia, 2008). In Bengkulu City, a combination business pattern is the primary choice to complement plant variations and speed up stock provision. This city also has various ornamental plants developed by cultivators, such as orchids, euphorbia, Japanese frangipani, chrysanthemums, and many others (BPS Bengkulu Province, 2021).

Bengkulu City has less fertile soil, such as swamp land and yellow soil, and the average air temperature is high, namely 23-32°C, so cultivating ornamental plants is difficult without support from outside the area (Bengkulu City, 2019). This condition causes ornamental plant businesses to depend on external suppliers, increasing costs and disrupting marketing if delivery problems occur. The success of ornamental plant agribusiness in Bengkulu City depends on a mature marketing strategy. According to Chandra (2002), a marketing strategy is needed to outline company expectations and align marketing programs to remain in synergy with market demand.

Ornamental plants have trends that influence prices, where certain types, such as *Aglaonema*, *Anthurium*, and *Monstera*, were once worth millions of rupiah. However, some plants, such as orchids and roses, remain in demand at affordable prices (Asnahwati, 2021). Ornamental plant centers, such as in Ratu Samban and Lingkar Barat subdistricts, make it easy for buyers to visit various depots at once, showing the development of ornamental plant agribusiness (Kusuma et al., 2019). However, in Muara Bangkahulu District, ornamental plant depots are spread far apart, such as the Karya Taman Pakde Gondo Flower Depot in Bentiring Village, which is quite far from the city center.

Karya Taman Pakde Gondo Flower Depot, founded in 2015, is engaged in marketing ornamental plants by selling more than 100 types of plants and a total

of more than 1,500 plants. Apart from that, this depot also provides complementary products, such as fruit seeds, planting media, fertilizer, and various types of pots, as well as garden creation and plant rental services. Even though it has a wide range of products and services, the turnover of this business fluctuates because ornamental plant trends influence it in society. As a non-basic product, ornamental plants present challenges in increasing business turnover.

Ornamental plant businesses are generally included in the Micro, Small, and Medium Enterprises (MSMEs), which have a significant economic role because they use local raw materials and absorb human labor (Bank Indonesia, 2008). Based on Law No. 20 of 2008, the average ornamental plant business in Bengkulu City, including the Karya Taman Flower Depot, is classified as a micro business with less than 50 million assets. During the COVID-19 pandemic, farming, including ornamental plants, increased as an alternative activity at home, providing increased income for ornamental plant businesses. Peak income occurred from July 2020 to mid-2021, with prices for plants such as Monstera, Aglaonema, and Caladium soaring due to high demand.

After the COVID-19 pandemic subsided, public interest in ornamental plants decreased, causing a decrease in visits and transactions at ornamental plant depots, including the Karya Taman Flower Depot. This decline in turnover needs to be overcome so businesses can survive and develop. In ornamental plant agribusiness, marketing strategies are essential in increasing public interest, sales, and income. Entrepreneurs must develop appropriate marketing strategies to reach a broader market and achieve the desired turnover by systematically considering internal and external factors (Rangkuti, 2002). Based on these conditions, this research aims to 1) analyze the state of the internal and external environment, 2) formulate a marketing strategy, and 3) determine the appropriate priority strategy for the Karya Taman Flower Depot.

RESEARCH METHODS

Research area and time of research

This research was conducted at the Karya Taman Flower Depot, Jl. WR. Supratman, Bentiring Village, Muara Bangkahulu District, Bengkulu City, used the case study method to describe the topic in depth (Astaningrum and Djuwendah, 2015). The location was chosen using purposive sampling because this depot is a large ornamental plant business with various products, such as ornamental plants, flower seeds, pots, and planting media, and a monthly turnover of IDR 18,000,000–25,000,000, depending on trends. The location, far from the city center and not a center for ornamental plants, adds to the attraction of researching marketing strategies. Data collection took place from November 2021 to March 2022.

Method of Determining Respondents

Marketing strategy research involves internal and external respondents. The internal party owns the Bunga Karya Taman Pakde Gondo Depot, while the external party includes academics, the government, and consumers. Consumer respondents, totaling 35 people, were determined using a non-probability sampling technique using an accidental sampling model. This selection is based on the depot owner's estimate that every month, there are 25–35 different customers who buy ornamental plants. According to Arikunto (2002), if the population is less than 100, it is better to take all of them. Details of respondents are explained in Table 1.

Table 1. Research Respondents

Respondents	Criteria	Total of respondents
Respondents in the ornamental plant business	<ul style="list-style-type: none"> • Have an ornamental plant depot business located in Muara Bangkahulu District • Have been operating for a minimum of 5 years • The business scale is quite large (judging from turnover, quantity, and variety of plants) • Based on these criteria, Karya Taman Flower Depot was chosen. • The owner of the depot is an expert respondent 	1 person
Consumer Respondents	Have made at least two transactions purchasing ornamental plants at the Karya Taman flower depot, and have purchased at other depots	35 people
Academic expert respondents	Practitioners from the academic environment who have knowledge, expertise, and dedication in the field of marketing, namely lecturers at the University of Bengkulu	2 people
Government agency expert respondents	Working in a government agency in a field related to city decoration, namely Bengkulu City Parks UPTD (Environmental Service Agency)	2 people

Source: Primary data, 2022

Data Analysis Method

A. Internal and External Environmental Analysis

This research analyzes the internal and external factors influencing the Karya Taman Flower Depot ornamental plant business. Internal analysis includes product and operations, marketing, HR, and finance. External analysis includes finances, suppliers, competitors, potential customers, government, and other external factors.

B. IFE and EFE Matrix Analysis

The IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices analyze the internal and external factors influencing the Karya Taman Flower Depot business. The IFE matrix evaluates strengths and weaknesses, while the EFE matrix assesses opportunities and threats (Qanita, 2020). According to David (2010), the analysis is carried out in three stages: determining each factor's rating, weight, and total score.

1. Determine the rating

This stage measures the internal and external factors of the ornamental plant depot business using a Likert scale, with ratings from 1 (poor) to 4 (outstanding). The assessment is based on the influence of each factor on the Karya Taman Flower Depot business. Internal environmental ratings group factors into strengths and weaknesses, while external environmental ratings are for opportunities and threats.

2. Determine the rating

Method *paired comparison* comparing vertical factors with horizontal factors, with a scale weight of 1-3:

- Value 1: horizontal indicators are less critical than vertical,
- Value 2: horizontal indicators are as important as vertical,
- Value 3: horizontal indicators are more important than vertical.

The weight of each factor is calculated by dividing the factor value by the total value using the formula from David (2010):

$$a_i = \frac{X_i}{\sum_{i=1}^n X_i}$$

Description:

A_i = variable weight of i

i = 1, 2, 3, ..., n

X_i = variable score of i

n = variable total

3. Multiplication of rating and weight

The final stage of the IFE and EFE matrices is multiplying the rating by the weight of each factor to get a weighting score. This score is used to determine the marketing strategy position of ornamental plants (Table 2).

Table 2. Metode Paired Comparison

The factor of internal strategy	A	B	...	Total	Weight
A					
B					
...					
Total					
The factor of internal strategy					
A					
B					
...					
Total					

Source: David, 2010

3. Multiplication of rating and weight

The final stage of the IFE and EFE matrices is multiplying the rating by the weight of each factor to get a weighting score. This score is used to determine the marketing strategy position of ornamental plants (Table 3).

Table 3. Category Total Weighted Average Score

Score	Category
IFE	
1,00 – 1,99	Weak means the company's internal conditions are weak or low
2,00 – 2,99	Medium (average) means the company's internal conditions are moderate or medium.
3,00 – 4,00	Strong indicates the company's internal conditions are strong or high.
EFE	
1,00 – 1,99	Weak means the company's response to opportunities and threats
2,00 – 2,99	Medium (average), the company's response to opportunities and threats is moderate.
3,00 – 4,00	Strong, strong company response to opportunities and threats

Source: David, 2010

C. Internal-External Matrix (IE)

The Internal-External (IE) matrix maps the results of the IFE and EFE matrices in ornamental plant research. The horizontal axis (X) shows the total IFE score, while the vertical axis (Y) shows the total EFE score. According to Putra et al. (2019), the IE matrix is divided into three main strategic areas:

1. Growth and Build (cells I, II, IV): Intensive (market penetration, market development, product) or integrative (backward, forward, horizontal integration) strategies.
2. Hold and Maintain (cells III, V, VII): Maintain strategies, such as market penetration and product development.

3. Harvest and Divest (cells VI, VIII, IX): Strategy for reducing or enlarging business scale, divestment, conglomerate diversification, or liquidation.

		Score Total of IFE		
		4,0 Strong	3,0 Mean	2,0 Weak 1,0
Score Total of EFE	High	I	II	III
	Medium	IV	V	VI
	Low	VII	VIII	IX

Figure 1. Internal-External Matrix (IE)

Source: Agung et al., 2017

D. SWOT Analysis

SWOT analysis is used to formulate the best strategy based on the IFE, EFE, and IE Matrix analysis results in ornamental plant businesses in Muara Bangkahulu District.

Internal Factor \ External Factor	Strength – S (List of powers of internal factors)	Weakness – W (List of weaknesses of factor internal)
Opportunities – O (List of opportunities from external factors)	SO Strategy "Use strength to take advantage of opportunities in making decisions."	WO Strategy "Use advantages/ opportunities to overcome your weaknesses."
Threats – T (List of threats from external factors)	ST Strategy "Use the power you have to avoid threats."	WT Strategy: "Minimize weaknesses and avoid threats."

Figure 2. SWOT Matrix. Source: Fahmi, 2013

According to Rangkuti (2001), SWOT helps maximize strengths and opportunities and minimize weaknesses and threats. This research selects dominant internal and external factors based on scores above the average, which are then analyzed using the SWOT Matrix. The results are program recommendations divided into four strategies: S-O (Strength-Opportunity), W-

O (Weakness-Opportunity), S-T (Strength-Threat), and W-T (Weakness-Threat) (Figure 2)

E. Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is used to evaluate alternative strategies objectively based on the IE and SWOT matrix analysis. The aim of QSPM in this research is to determine the best plan for developing the marketing of ornamental plants at the Karya Taman Pakde Gondo Flower Depot, following the steps of David (2010):

- The left column of the QSPM lists key strengths, weaknesses, opportunities, and threats from the IFE and EFE matrices.
- Give weight to each key factor based on the IFE and EFE matrices.
- Identify alternative strategies to be evaluated and record them at the top of the QSPM.
- Determine each strategy's attractiveness value (AS) (1 = not attractive, 2 = not attractive, 3 = quite attractive, 4 = very attractive).
- Calculate the Total Attractiveness Score (TAS) by multiplying the factor weights and the attractiveness value.
- Add the TAS for each strategy to determine the most attractive approach.

Table 4. Quantitative Strategic Planning Matrix (QSPM)

Key Factors	Weight (a)	Strategy Alternative			
		Strategy 1		Strategy 2	
		AS (b)	TAS (axb)	AS (c)	TAS (axc)
Strength					
Weakness					
Opportunity					
Threats					
Total Number of Power Values					
Pull					

Source: David, 2010

Information:

AS	: attractiveness value
THAT	: total attraction value
attractiveness value 1	: not interesting
attractiveness value 2	: quite interesting
attractiveness value 3	: interesting
attractiveness value 4	: very interesting

RESULTS AND DISCUSSION

Analysis of the internal and external environment of the Karya Taman Flower Depot

A. Identification and assessment of the internal environment

Identification of the internal environment was carried out to determine the strengths and weaknesses of the Karya Taman flower depot business in Muara Bangkahulu District, Bengkulu, based on four aspects: products and operations, marketing, human resources (HR), and finance (Table 5).

Table 5. Internal Environmental Factors of Karya Taman Flower Depot

Internal Factors
Product and Operational Aspects
1 Large flower depot sales area
2 Plants sold are of quality
3 The number of plants is large and varied
4 Has additional service products (plant rental/ garden creation)
5 Using farming technology
6 It has a variety of complementary products (fertilizer, roasted husks, cocopeat, etc.).
7 The bargaining position of business actors in determining product prices is strong
Marketing Aspects
1 The price of ornamental plants reflects size and quality
2 Sales service (friendly service, giving maintenance tips, providing plant delivery services)
3 Strategic business location (Easily accessible, number of residents/offices, edge street, near city center)
4 Sales system covers everything (offline, online, exhibition/bazaar)
5 Promotional activities (discounts, bonuses, reseller prices, establishing partnerships)
6 Have extensive relationships
Human Resources Aspects
1 Adequate workforce
2 Level of education according to needs
3 Ability to propagate and maintain plants
4 Experience in the ornamental plant business
Financial Aspects
1 Availability of operational capital/cash to run the business
2 Complete financial recording system
3 Wideness of use of capital/cash
4 Business feasibility

Source: Primary data is processed, 2022

Table 5 contains 21 factors from four aspects of the internal environment that have the potential to become strengths or weaknesses of the Karya Taman Pakde Gondo flower depot. Factors with an average value above 2.5 (Likert scale 1-4) are in the strength category, while those below 2.5 are in the weakness category. Two factors are eliminated: price bargaining position and freedom of use of capital. The bargaining position is eliminated because the selling price follows the market and is not considered a strength or weakness. Meanwhile, the freedom to use capital is also eliminated because financial decisions are entirely personal without restrictions, so they are irrelevant as strengths or weaknesses. Relevant internal factors include human resource skills, plant diversity, service quality, competitive pricing, planting technology, business location, promotion, and plant facilities, as also found in the study by Putri et al. (2015) in Mataram City.

B. Internal Factor Evaluation (IFE)

IFE (Internal Factor Evaluation) matrix analysis presents a weighting score for the internal factors of the Karya Taman Pakde Gondo flower depot. Five experts, namely business owners, two Bengkulu City Parks UPTD staff, and two Bengkulu University marketing lecturers, carried out the weighting. The scoring and weighting results are listed in Table 6.

Table 6. Internal Factor Evaluation (IFE) of Karya Taman Flower Depot

No	Strength	Rating	Weight	Score Total
1	The number of plants is large and varied	3,7433	0,0698	0,2611
2	It has a variety of complementary products (fertilizer, roasted husks, cocopeat, etc.)	3,5667	0,0525	0,1871
3	Availability of significant operational capital/cash to run the business	3,4000	0,0790	0,2686
4	Promotional activities (discounts, bonuses, reseller prices, establishing partnerships)	3,3381	0,0407	0,1360
5	Business feasibility	3,2000	0,0623	0,1995
6	The flower depot sales area is vast. Service sales (friendly service, giving care tips, providing plant delivery services)	3,1905	0,0593	0,1891
7	The flower depot sales area is wide	3,1810	0,0568	0,1806
8	Experience in the ornamental plant business	3,0000	0,0383	0,1148
9	Houseplant prices reflect size and quality	2,9857	0,0488	0,1456
10	The plants sold are of quality	2,9810	0,0481	0,1435
Average score (Strength)				0,1826
No	Weakness	Rating	Weight	Score Total
1	No utilizing online marketing media, exhibitions/bazaars	3,6200	0,0568	0,2056
2	Garden creation and plant rental service products are not yet very active	3,2000	0,0432	0,1383

3	The business location is less strategic	2,8733	0,0679	0,1951
4	Not yet utilizing renewable farming technology in plant cultivation	2,8000	0,0395	0,1106
5	The workforce is not enough	2,8000	0,0444	0,1244
6	Education is not yet in line with business needs	2,8000	0,0315	0,0881
7	Not yet own relation, Which broad to agencies/institutions	2,6000	0,0654	0,1701
8	The ability of business actors to cultivate plants is still lacking	2,6000	0,0432	0,1123
9	Have not carried out detailed financial records	2,6000	0,0525	0,1364
Average Score (Weakness)				0,1423
Total				3.1071

Source: Primary data is processed, 2022

The analysis results in Table 6 show that the total IFE matrix score is 3.1071, which, according to David (2010), is in the strong category. This indicates that Karya Taman Pakde Gondo has internal conditions that support utilizing strengths and minimizing the impact of weaknesses. On the strength side, five factors with scores above the average (0.1826) are the most dominant. Meanwhile, three dominant factors with scores above 0.1423 exist on the weakness side. Further explanation regarding external dominant factors is discussed in the next sub-heading.

Strengths

1. Availability of Large Operating Capital/Cash

The main strength factor of Bunga Karya Taman Pakde Gondo Depot is the availability of operational capital/cash, which reaches IDR 50 million, much more significant than other depots, which on average have less than IDR 10 million. This considerable capital is supported by substantial sales turnover, where 40% of turnover is profit, and 20%-30% of profits are set aside for operational capital/cash. According to research by Kusuma et al. (2019), working capital positively affects income, and significant capital is an essential factor in developing an ornamental plant business.

However, even though it has significant capital, the Karya Taman Pakde Gondo Flower Depot has not been able to expand its business scale or dominate the ornamental plant market share in Bengkulu and outside the region. Sales turnover still fluctuates, with some months only reaching under IDR 20 million. Operational capital/cash mainly provides rare ornamental plants, new varieties, and trendy plants. However, its use is still limited to providing products without strategic planning for broader business development.

2. The number of plants is large and varied

The second strength factor, with a score of 0.2611, is the diversity of plant types. Karya Taman Flower Depot offers various flowers, leaves, and ornamental plants to meet consumers' diverse and ever-changing needs and tastes. This

diversity attracts more customers than depots that only focus on one type of plant. Megasari et al. (2021) state that the lack of plant variety can be an obstacle, so variation is the primary key in the ornamental plant business.

3. Business Eligibility

The third strength factor, with a score of 0.1995, is business feasibility, measured through an R/C ratio of 1.74, higher than the average of 1.55, and research by Kusuma et al. (2019) in Samarinda, which had a ratio of 1.17. This means that every Rp. 1 spent produces a turnover of Rp. 1.74, indicating that this business is efficient and worth running. This eligibility also supports the potential for applying for loans for business development.

4. Sales Service

The next strength factor, with a score of 0.1891, is sales service. Karya Taman Pakde Gondo Flower Depot provides friendly service, care tips, plant delivery, and seating and drink facilities for consumers. Consumers can also consult regarding treatments or new products. This service increases comfort and creates a positive image for the depot. Although most consumers rated the service as good, some found it less than satisfactory, such as the lack of employee response. According to Chandra (2002), formal interpersonal services or reactive marketing can increase customer loyalty and repeat business opportunities.

5. Has a variety of complementary products

The final strength factor, with a score of 0.1871, is the variety of complementary products. Apart from selling ornamental plants, Karya Taman Pakde Gondo Flower Depot provides planting media, fertilizer, pots, decorative stones, and stands. This diversity increases turnover and gives the impression of a one-stop depot where consumers can meet all their farming needs in one place.

Weakness

1. Not Utilizing Online Marketing Media

The main weakness, with a score of 0.2056, is the lack of use of online marketing media. Karya Bunga Depot Taman Pakde Gondo only focuses on offline marketing and sales to consumers who already know the owner. Dependence on offline sales limits market share expansion. This condition is similar to Pratama's (2022) findings, where the lack of online marketing is an obstacle due to a lack of technological understanding or limited time to manage online and offline markets simultaneously.

2. Business location is less strategic

The second weakness factor, with a score of 0.1951, is a less strategic business location. The Taman Pakde Gondo Flower Depot is far from the city center and near the border of Central Bengkulu Regency. Even though it is located on the side of the road, vehicle traffic is relatively light and is dominated by trucks and private cars heading towards the city center. Access to the depot can only be done by private vehicle, without public transportation support. This condition differs from the strategic location in Ratu Agung District in the city

center, tourist areas, and crowds, thus attracting more potential buyers. This depot location does not meet strategic criteria such as accessibility, visibility, and crowds, as explained by Fandy (2010).

3. Does not yet have extensive relationships with agencies/institutions
The final weakness factor, with a score of 0.1701, is the lack of relationships with agencies or institutions. Karya Taman Pakde Gondo has not collaborated with offices or hotels to market ornamental plants and complementary products, while competitors already offer agency garden creation services. This is a weakness in depot services. According to Marbun and Nasution (2019), good relationships make marketing easier and increase sales. Research by Putri et al. (2015) also showed differences in the dominant factors in other flower depots, where the business location was a strength. In contrast, for Karya Taman, it was a weakness due to differences in location conditions.

C. Identification and Assessment of External Environment

Identifying the external environment aims to identify opportunities and threats for the Bunga Karya Taman Depot business in Muara Bangkahulu District, Bengkulu. The assessment includes six aspects: financial, suppliers, competitors, potential customers, government, and other factors (Table 7).

Table 7 presents 19 external environmental factors that have the potential to become opportunities or threats for the Taman Pakde Gondo Flower Depot, based on a Likert scale of 1-4. Factors with a value above 2.5 are in the opportunity category, while those below 2.5 are a threat. Two factors were eliminated: first, the capital assistance program for MSMEs affected by COVID-19, because the situation was starting to normalize, and this assistance could not be expected to continue. Second, the PPKM policy has been discontinued since 2022, so it is no longer relevant as an external factor. Putri et al.'s (2015) research in Mataram City shows the similarity of strategic external factors, such as similar business competitors, new competitors, and changing trends.

Table 7. External Environmental Factors of Karya Taman Flower Depot

No	Attribute
Financial Aspects	
1	Availability of financial support from banking
2	Utilization of the MSME capital assistance program from the government
Supplier Aspects	
1	Availability of suppliers and quality of ornamental plant seeds in Bengkulu City
2	Availability of suppliers and quality of planting media, ZPT, ZHPT, and planting equipment in Bengkulu City
Aspects of Business Competitors	
1	The existence of other ornamental plant businesses in Bengkulu City

2	There are substitute products for plastic and paper ornamental plants.
3	Potential new ornamental plant business competitors
Customer Potential Aspects	
1	Potential domestic demand is still high based on the increase in population.
2	Potential demand increases based on the development of parks in residential areas and agencies (offices)
Government Aspects	
1	Utilization of institutions that cover ornamental plant businesses
2	Law on urban gardening/greening (Regulation No. 11 of 2017, Management of Green Open Space).
3	Policies regarding business licensing are adequate.
4	Business training programs or farming skills training from the government
5	Policies related to the COVID-19 pandemic have influenced business growth.
Other Influential Aspects	
1	Climatic and weather conditions affect the quality of the crop.
2	The level of suitability of soil types for cultivating ornamental plants
3	Ornamental plants are susceptible to pests, fungi, and disease.
4	There is a growing trend of ornamental plants in society.
5	Experienced theft of ornamental plants

Source: Primary data is processed, 2022

D. External Factor Evaluation (EFE)

Table 8 shows the EFE matrix score of 3.3480, which, according to David (2010), is in the strong category. This illustrates that the Bunga Karya Taman Pakde Gondo Depot has a solid external position to seize opportunities and overcome threats. Four opportunity and threat factors have values above average, making them dominant factors in the external environment.

Opportunities

1. Potential for Increased Demand from the Construction of Housing Complexes and Institutions (Office)

The most significant opportunity factor, with a score of 0.2284, is the increase in demand from the construction of housing complexes and agencies. New housing in Bengkulu is generally barren because residents usually reforest independently to create a beautiful environment. Government and private offices also need ornamental plants to green their areas. According to Asnahwati (2021), ornamental plants beautify themselves and help prevent air pollution, so the demand for plants, making, and maintaining gardens continues to increase.

2. Availability of Financial Support from Banking

The second opportunity factor is financial support from banks through People's Business Credit (KUR) and Small Business Credit (KUK), which offer low interest and an easy application process. Interest subsidies from the government (Coordinating Minister for the Economy Regulation, 2022) prioritize the agricultural sector, including ornamental plants, to encourage business development without being constrained by limited capital or high loan interest.

3. Potential Demand is Still High Based on the Increase in Population

The third opportunity factor is the high potential demand due to population growth. Based on the 2020 Population Census, Indonesia's population reached 270.20 million people, with a growth rate of 1.25% per year (BPS, 2021). The demand for ornamental plants continues to increase for decoration and religious activities, weddings, and other events. According to Agung et al. (2017) and Marbun & Nasution (2019), changes in lifestyle and the increasing use of ornamental plants have driven significant growth in domestic market demand, opening up great opportunities for this sector.

4. There is a growing trend of ornamental plants in society

The final opportunity factor is the development of ornamental plant trends in society, which is influenced by various factors, such as increased interest during PPKM due to the pandemic. This trend increases demand and prices for plants, such as *Aglaonema*, *Anthurium*, and *Janda Bolong* (*Monstera Adansonii*), whose prices have soared to millions of rupiah. This phenomenon, called *monkey business* or *price bubble*, occurs when business actors deliberately increase plant prices through rumors in the media but eventually return to normal (Mansur & Suminto, 2021; Wahdati, 2021). This trend also affects the prices of other plants, such as *Kalatea*, *Caladium*, and *Alocasia*. Business owners must always be sensitive to crop trends to meet demand and increase turnover.

Threats

1. There has been no business training program or plant cultivation training held by the government

The first threat factor, with a score of 0.2897, is the absence of a government training program for ornamental plant business actors. Training in business management, marketing, or plant cultivation for new varieties is necessary to improve skills and product quality. According to Megasari et al. (2021), cultivation training improves plant quality, while marketing training encourages innovation and exports. The absence of this program is an obstacle to business development and economic growth.

2. Ornamental plant seeds still depend on the outside of Bengkulu

The second threat factor is dependence on ornamental plant seeds outside Bengkulu, such as Java, Lampung, Padang, and abroad. This is due to better farming efficiency and technology in the area. However, this dependency becomes a threat if transportation disruption occurs. Seedlings from abroad also

require special care and adaptation before being sold, and high procurement costs affect the selling price. According to Kusuma et al. (2019), the high cost of purchasing seeds can hinder business optimization, so independent nurseries are recommended.

3. Risk of Pest, Fungus, and Disease Attacks

The third threat factor, with a score of 0.2222, is the risk of pest, fungus, and disease attacks, which can cause plants to fail to grow, wilt, rot, or die. If one plant is attacked, the risk of spreading to other plants is very high. According to Fadlil et al. (2020), sudden pest and disease attacks are a serious threat that can harm ornamental plant businesses.

4. There are substitute products for plastic and paper ornamental plants

The final threat factor with a score of 0.2050 is the existence of substitute products, such as plastic and paper ornamental plants, which are more practical because they do not require maintenance. This product is often used for bouquets, greeting boards, and event decorations, so it can narrow the market for live ornamental plants and reduce entrepreneur turnover. According to Marbun and Nasution (2019), competition in the ornamental plant business, including substitute products, requires appropriate marketing strategies to attract consumer interest. Research by Putri et al. (2015) shows that the external conditions of ornamental plant businesses vary depending on location and dominant opportunity or threat factors.

Table 8. External Factor Evaluation (EFE)

No	Opportunity	Rating	Weight	Score Total
1.	Availability of financial support from banking	3,6000	0,0633	0,2278
2.	Supplier and quality of planting media, ZPT, ZHPT, and planting equipment in Bengkulu City	3,2000	0,0563	0,1800
3.	Potential increase in demand from the construction of parks in residential complexes and agencies (offices)	3,6000	0,0672	0,2419
4.	Law on urban gardening/greening (Regulation No. 11 of 2017, Management of Green Open Space)	3,6000	0,0391	0,1406
5.	There is a growing trend of ornamental plants in society	3,6000	0,0586	0,2109
6.	Potential demand is still high based on the increase in the population of Bengkulu City	3,4000	0,0672	0,2284
7.	The policy about permit efforts is sufficient	3,2000	0,0477	0,1525
Average Score (Opportunity)				0,1862

Threat				
1.	Risk of pest attacks, fungi, and plant diseases	3,6000	0,0617	0,2222
2.	The government holds no program for business training or plant cultivation training.	3,6000	0,0805	0,2897
3.	Extreme climate and weather conditions	3,2000	0,0570	0,1825
4.	Ornamental plant seeds depend on those from outside Bengkulu	3,4000	0,0836	0,2842
5.	There was an act of theft of ornamental plants	3,4000	0,0406	0,1381
6.	This type of soil is not suitable for cultivating ornamental plants	2,8000	0,0578	0,1619
7.	There are substitute products for ornamental plants, namely, plastic and paper plants	3,2000	0,0641	0,2050
8.	There are many similar business competitors in Bengkulu City	3,2000	0,0578	0,1850
9.	Ease of entry of new competitors with better quality and competitiveness	3,2000	0,0594	0,1900
Average Score (Threat)				0,2065
Total				3,3480

Source: Primary data is processed, 2022

E. Internal-Eksternal Matrix (IE)

The IE matrix combines the total IFE score (3.1071) on the horizontal axis and the EFE score (3.3480) on the vertical axis. The IE matrix mapping for the Karya Taman Flower Depot is shown in Figure 3. The results of the IE matrix mapping show that the Karya Taman Flower Depot is in cell I (growth and build), which indicates the growth and development stage with active and expansive marketing. Appropriate strategies, according to David (2010), are intensive (market penetration, product and market development) and integrative (backward, forward, or horizontal integration). An intensive strategy is more relevant for this flower depot, focusing on market penetration, product development, and institutional strengthening to take advantage of existing strengths and opportunities. Fadlil et al. (2020) and Marbun & Nasution (2019) support development strategies through technological innovation, increasing access to capital, and strengthening production center areas to improve competitiveness and economic contribution.

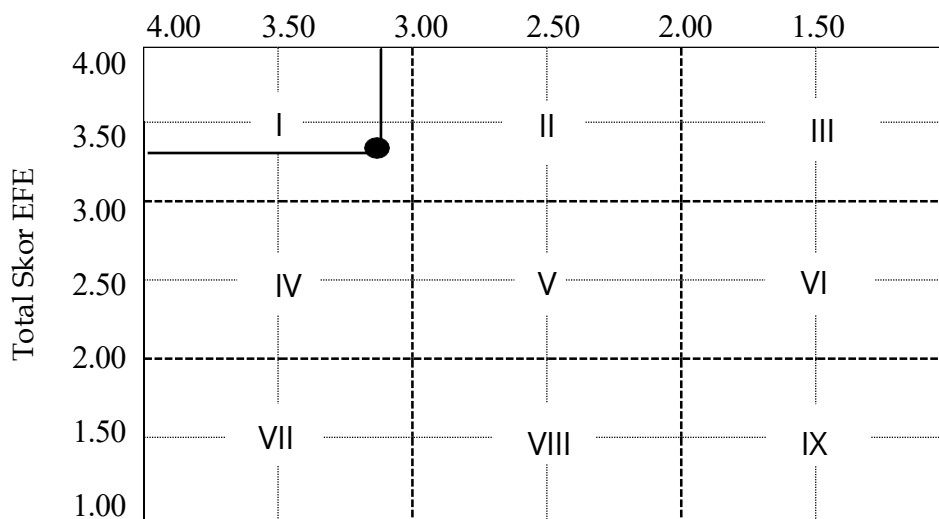


Figure 3. Internal-External Matrix (IE) of Karya Taman Flower Depot
Source: Primary data is processed, 2022

SWOT Analysis

SWOT analysis compares the dominant factors of strength, weakness, opportunities, and threats to formulate a strategy for the Bunga Karya Taman Pakde Gondo Depot. The dominant factors were selected from the IFE and EFE matrix scores above the average (Table 9) and entered into the SWOT matrix to analyze internal and external factors (Table 10).

Table 9. Selection of Internal and External Factors for Karya Taman Flower Depot

No	Dominant Factor	Score
Internal Strength		
1	Availability of sizeable operational capital/cash to run the business	0.2686
2	The number of plants is large and varied	0.2609
3	Business feasibility	0.1995
4	Sales service (serve in a friendly manner, provide care tips, provide plant delivery services)	0.1892
5	It has a variety of complementary products (fertilizer, roasted husk, cocopeat, etc.).	0.1871
Internal Weakness		
1	Do not utilize online marketing media, exhibitions/bazaars	0.2058
2	The business location is less strategic	0.1953
3	Does not yet have extensive relationships with agencies/institutions	0.1701

External Opportunity		
1	Potential increase in demand from the construction of parks in residential and agency complexes (offices)	0.2419
2	Availability of financial support from banking	0.2278
3	Potential demand is still high based on the increase in the population of Bengkulu City.	0.2284
4	There is a growing trend of ornamental plants in society	0.2109
External Threats		
1	The government provides no business training programs or plant cultivation training	0.2897
2	Ornamental plant seeds depend on those from outside Bengkulu	0.2842
3	Risk of pest attacks, fungi, and plant diseases	0.2222
4	There are substitute products for ornamental plants, namely plastic and paper plants.	0.2050

Source: Primary data is processed, 2022

Table 10. SWOT Matrix

<p style="text-align: center;">IFE</p> <p style="text-align: center;">EFE</p>	<p><u>Strengths</u></p> <p>S1. Availability of large operational capital/cash to run the business</p> <p>S2. Number and variety of variegated plants</p> <p>S3. Business feasibility</p> <p>S4. Sales service (serve in a friendly manner, provide care tips, provide plant delivery services)</p> <p>S5. It has a variety of complementary products (fertilizer, roasted husk, cocopeat, etc.).</p>	<p><u>Weaknesses</u></p> <p>W1. Do not utilize online marketing media, exhibitions/bazaars</p> <p>W2. less strategic business location.</p> <p>W3. Does not yet have extensive relationships with agencies/institutions</p>
<p><u>Opportunity</u></p> <p>O1. Potential increase in demand from the construction of parks in residential and agency complexes (offices)</p> <p>O2. Availability of financial support from banking</p> <p>O3. The potential for domestic demand is still high based on the increase in population. O4. There is a developing trend for ornamental plants in society</p>	<p>S-O 1: Increased plant capacity, additional variety of ornamental plants (new and rare), and complementary products (S1, S2, S5, O1, O3, O4)</p> <p>S-O 2: Become the leading supplier of greening needs for residential complexes, offices, and other agencies (S2, S5, O1, O3)</p> <p>S-O 3: Increase capital to develop business (S3, O2)</p>	<p>W-O 1: Carry out more intensive promotions (W2, W3, O1, O3)</p> <p>W-O 2: Expand the market by utilizing online shop (O1, O3, O4, W1, W2)</p>

<p><u>Threats</u></p> <p>T1. The government provides no business training programs or plant cultivation training</p> <p>T2. Ornamental plant seeds depend on those from outside Bengkulu</p> <p>T3. Risk of pest attacks, fungi, and plant diseases</p> <p>T4. There are substitute products for ornamental plants, namely plastic and paper plants</p>	<p>S-T: Developing the quality of human resources by participating in special business and plant cultivation training (S1, T1, T2, T3, T4)</p>	<p>W-T 1: Improve management functions by adding competent employees (W1, W2, W3, T1, T3, T4)</p> <p>W-T 2: Submit proposals for business management and cultivation training through optimizing ornamental plant business groups (W3, T1, T3)</p>
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Source: Primary data is processed, 2022

A. S-O strategies

The S-O (Strengths–Opportunities) strategy is formulated by looking at strategic factors in strengths that can be used to exploit strategic factors in opportunities.

1. Increasing Plant Capacity, Adding Variations of Ornamental Plants (New and Rare), and Complementary Products (S1, S2, S5, O1, O3, O4)

Increasing the capacity and variety of ornamental plants requires capital support and marketing guarantees. With the strength of sizeable operational capital (S1), business feasibility (S2), and good service (S3), Karya Bunga Depot Taman Pakde Gondo can take advantage of opportunities for increasing demand for ornamental plants from housing, agencies, and market trends (O1, O3, O4). The strategy is to increase production for mass purchases, add new and rare plant variations, and provide complementary products for planting. Strategy implementation includes analyzing products frequently purchased in bulk and monitoring plant trends through online media and ornamental plant-lover communities.

2. Become the leading supplier of greening needs in complexes

The Karya Taman Pakde Gondo Flower Depot has the strength of various ornamental plants and complete complementary products to take advantage of opportunities from the increasing need for greening housing and offices. According to Pratama (2022), many buildings utilize green open spaces, so the right strategy is to become the leading supplier of ornamental plants for housing, offices, and other institutions.

3. Increase capital to develop business (S3, O2)

Capital is essential for SMEs, including the Taman Pakde Gondo Flower Depot, to support business development. With strong business feasibility (S3), the depot can take advantage of opportunities for financial support from banking (O2) and other institutions, such as the Cooperative Service and government assistance. This capital can provide new plant promotions, increase human resources, event participation, and market expansion through loans with low interest and easy access.

B. Strategi S-T

1. Developing the Quality of Human Resources by Participating in Special Business and Plant Cultivation Training (S1, T1, T2, T3, T4)

The Taman Pakde Gondo Flower Depot faces threats such as dependence on seeds from outside the region (T2), pest and disease attacks (T3), substitute products (T4), and lack of training from the government (T1). However, significant capital (S1) can be utilized to reduce threats through independent cultivation and business management training. This training is essential to reduce dependence on foreign seeds and support business sustainability, following Rahmanto and Ismarani (2018), who emphasize the importance of improving the managerial skills of business actors.

C. W-O Strategy

1. Carry out more intensive promotions (W2, W3, O1, O3)

To overcome the weaknesses of a less strategic location (W2) and limited relationships (W3), the Bunga Karya Taman Pakde Gondo Depot can carry out intensive promotions to reach more customers, including individuals and agencies (O1, O3). Apart from selling plants, garden creation and maintenance services can be offered to expand relationships. Strategies include exhibition participation and promotion on social media such as Instagram, Facebook, and TikTok. This step, in line with the plan of Putri et al. (2015), aims to improve promotions, services, and information systems to expand the market and retain customers.

2. Carry out market expansion by utilizing technological developments (O1, O3, O4, W1, W2)

The potential increase in demand from the construction of parks, offices (O1), population growth (O3), and ornamental plant trends (O4) can be utilized to overcome weaknesses such as lack of online marketing (W1) and less strategic location (W2). Besides maintaining the local market, expanding the market outside the region through social media such as Facebook, Instagram, and marketplaces can facilitate consumer access. Creating a website or using a marketplace platform is a cost-effective solution to reach a broader market. A well-managed online marketing strategy can significantly increase turnover (Pratama, 2022).

D. Strategy W-T

1. Improving Management Functions by Adding Employees

Competent (W1, W2, W3, T1, T3, T4)

Bunga Karya Taman Pakde Gondo Depot faces weaknesses such as a lack of online marketing (W1), unstrategic location (W2), and limited relationships (W3), as well as threats such as the absence of training programs (T1), pest risks (T3), and substitute products (T4). To overcome this, a W-T strategy focuses on controlling weaknesses and mitigating threats. Currently, the owner handles most tasks, including maintenance, sales, and record-keeping, with two full-time employees, but has not utilized online media or participated in bazaars due to time constraints. Defensive strategies through improving store management (Pratama, 2022) can help manage finances, products, and services so businesses can develop better.

2. Submit a proposal for business management and cultivation training

The weaknesses of the Karya Taman Pakde Gondo Flower Depot, such as the lack of relationships with agencies (W3) and the threat of the absence of training programs (T1) and substitute products for ornamental plants (T3), affect the marketing of live ornamental plants. The leading solution is optimizing the Bengkulu Flower Association, which only functions as a social gathering place for productive activities such as business management training and plant cultivation. This training can improve entrepreneurs' skills, enable independent

seed production, and reduce dependence on foreign seeds. Wati et al. (2014) and Putri et al. (2015) emphasize the importance of improving product quality, human resources, marketing access, partnerships, and management for small business development. This strategy also involves maintaining local markets, penetrating new markets, and maintaining consistent quality to expand markets and strengthen businesses.

Business Development Strategy Priority

The SWOT analysis produced eight Karya Taman Flower Depot strategies prioritized through the QSPM matrix. Table 11 presents the TAS (Total Attractive Score), the product of the AS (Attractiveness Score), and the weight of the dominant factors.

Table 11. Results of QSPM Analysis of Karya Taman Flower Depot

No.	Strategy Alternative	Total of TAS	Rating
1	Increased Plant Capacity, addition of new and rare plant variations, and complementary products	7,3394	VII
2	Become the leading supplier of greening needs in residential complexes, offices, and other agencies	8,7081	III
3	Increase capital for business development	6,5238	VIII
4	Developing HR Quality by Following Unique Business and Cultivation Training	7,8493	V
5	Carry out more intensive promotions	8,3618	IV
6	Expanding the Market by Exploiting Technological development	9,2748	I
7	Improving Management Functions by Increasing the Number of Competent Employees	9,1067	II
8	Submitting Business Management and Cultivation Training Proposals for Plants Through Optimization Ornamental Plant Business Group	7,5285	VI
Average		8,16630	

Source: Primary data is processed, 2022

The four strategies with the highest TAS values were determined as priorities for implementation. The priority strategy for Karya Taman Flower Depot starts with market expansion through online marketing, such as creating a unique website or blog at an affordable cost and opening a shop on a well-known marketplace platform to reach more consumers flexibly and efficiently (Utami & Firdaus, 2018). The second strategy is to improve management functions by recruiting one or two competent employees in the field of cultivation or marketing. This step aims to improve the quality of seeds, develop new plant varieties independently, and expand the market through promotions

without burdening business costs (Suminah et al., 2021). The third strategy is to become the leading supplier of greening needs for housing, offices, and agencies by offering quality garden creation products and services at wholesale prices to expand business relationships and increase consumer satisfaction. The fourth strategy is an intensive promotion to build brand awareness, both through social media such as Facebook, Instagram, TikTok, and YouTube, as well as offline promotions such as banners, flyers, catalogs, and participation in third-party events (Muchlis et al., 2020). The implementation of these strategies is expected to support optimal business development.

CONCLUSIONS AND POLICY IMPLICATIONS

Conclusions

Based on the study of the results and discussion in the previous chapter, several central points can be concluded as follows:

- 1) The Karya Taman Flower Depot's internal environment is strong, and its strengths can reduce existing weaknesses. The depot's external environment is also in good condition, allowing it to exploit opportunities and prevent threats that could disrupt marketing. The depot's business position is at the growth and development stage.
- 2) SWOT analysis produces eight alternative strategies for marketing ornamental plants, namely, 1) increasing plant capacity, adding a variety of ornamental plants (new and rare) and complementary products; 2) becoming the leading supplier of greening needs in residential complexes, offices, and other institutions; 3) increase capital to develop the business; 4) developing the quality of human resources by participating in unique business and cultivation training; 5) carry out more intensive promotions; 6) expand the market by taking advantage of technological developments; 7) improve management functions by increasing the number of competent employees; 8) submit proposals for business management and plant cultivation training and optimization of ornamental plant business groups.
- 3) Based on the QSPM matrix analysis, the Karya Taman Pakde Gondo flower depot can implement priority strategies such as expanding the market by utilizing technological developments, improving management functions by increasing the number of employees, becoming the main supplier of greening needs in housing complexes, offices, and other agencies, and carrying out more intensive promotion.

Policy Implications

Suggestions that can be given regarding this research are as follows:

1. Karya Taman Flower Depot should implement the formulated strategy, namely, market expansion through the use of technology, improving management, becoming the main supplier of greenery, and intensifying promotions.
2. It is hoped that the government and academics can collaborate in providing training, guidance, and assistance related to the adoption of cultivation technology, the development of ornamental plant businesses, and the strengthening of the institutions of ornamental plant entrepreneurs to make them more effective and beneficial.
3. Future researchers should better understand the circumstances of the selected research subjects to avoid analytical bias and improve the quality of research results.

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