

Optimizing Floral Business Sales in Bukittinggi and Surrounding Areas: A Case Study of Eunoia.um Flower Shop's Marketing Strategies

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ABSTRACT

In the dynamic landscape of business, effective marketing strategies are vital for sustaining and expanding enterprises. This research focuses on the importance of marketing strategies in the context of "Toko Bunga Eunoia.um," a florist business in Bukittinggi. The study employs a comprehensive approach, integrating internal and external analyses to identify the strengths, weaknesses, opportunities, and threats (SWOT) faced by the business. The SWOT analysis leads to the formulation of alternative marketing strategies, encompassing product development, pricing incentives, promotional activities, and workforce enhancement. The research emphasizes the significance of social media platforms, such as Facebook, Instagram, and TikTok, in amplifying the visibility of the florist business and reaching a wider audience. The findings underscore the critical role of marketing in business success, particularly for small and medium enterprises (UMKM) operating in a competitive environment. Recommendations include intensifying marketing activities based on the prioritized strategies, organizing engaging events to increase local awareness, and implementing the formulated strategies with effective communication to all employees. The ultimate goal is to strengthen the marketing efforts of "Toko Bunga Eunoia.um," enhance its community presence in Bukittinggi, and ensure sustainable business growth.

Keywords:

Marketing Strategies, SWOT Analysis, Florist Business, Small and Medium Enterprises, Business Growth

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1. Introduction

The evolving landscape of business is characterized by intensifying competition, where companies of all sizes engage in fierce rivalry to capture a broader market share. In this dynamic environment, both large and small enterprises employ various strategies to sell their products to consumers in need. The key to navigating this competitive arena lies in a company's ability to adapt to the ever-changing business landscape. In the face of escalating competition, it becomes imperative for businesses to develop integrated and precise strategies, allowing them to anticipate and proactively respond to the impacts of various events. Innovation is crucial in ensuring a company's ability to not only withstand challenges but also to enhance and sustain its competitive edge. Crafting a viable business strategy is no easy feat as companies strive to outperform their competitors. The essential elements in this strategic pursuit include comparing products, prices, distribution channels, and promotional efforts with those of the closest rivals. The success or failure of a business hinges on the effectiveness of the strategies employed to enhance its operations and ensure enduring existence in the long run. Central to this success is the adoption of a marketing strategy, a pivotal factor that plays a critical role in a company's longevity. The implementation of a robust marketing strategy is expected to minimize the risk of failure and contribute significantly to a business's ability to thrive. Therefore, the responsibility of determining these strategies falls upon individuals who possess a profound understanding of the intricate situations and conditions within the business landscape. Ultimately, strategic marketing becomes the linchpin for a company's sustainability and growth in the competitive realm of business.

Marketing strategy is a series of integrated actions aimed at sustainable competitive advantage. Examining marketing strategies and tactics from the seller's perspective, often referred to as the 7Ps (product, place, price, process, people, promotion, and physical evidence), encapsulates the comprehensive approach to marketing. The ultimate goal of the marketing strategy concept is complete customer satisfaction, often referred to as Total Customer Satisfaction. This objective is accompanied by the acknowledgment of changing times and technological advancements. The dynamic nature of the business landscape emphasizes the need for businesses to adapt their marketing strategies to stay competitive and ensure the fulfillment of customer needs in an evolving market.

The rapid evolution of technology has dramatically reshaped marketing strategies, particularly with the integration of traditional approaches into the digital realm (Pitrang and Pahlevi 2023). This shift is epitomized by the rise of digital marketing, a dynamic blend of interactive and integrated techniques that facilitate seamless connections between producers, market intermediaries, and potential consumers (Diana et al. 2022). In the fiercely competitive landscape of Small and Medium Enterprises (UMKM), adaptation to the prevailing business environment is imperative. UMKM entities must leverage digital media to navigate this landscape, as the widespread use of social media platforms has become a crucial element for business success. Despite the prevalence of online engagement, there is still a significant number of UMKM unfamiliar with the substantial advantages that digital media can offer (Naimah et al. 2020).

One noteworthy example of a business capitalizing on digital marketing trends is "Toko Bunga Eunoia.um," a budding player in the Florist & Gift Creations sector in Bukittinggi City. Despite being in the early stages of development, "Toko Bunga Eunoia.um" recognizes the importance of a robust digital marketing strategy and has embraced popular social media platforms such as Facebook, Instagram, WhatsApp, and TikTok. These platforms have proven instrumental in establishing an online presence, providing a direct channel for engaging with customers and showcasing their products. The active use of these social media channels has not only increased visibility for the florist but has also positively influenced consumer perceptions regarding florist products, expanding their utility beyond mere decorations to

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expressions of various sentiments. While "Toko Bunga Eunoia.um" has successfully navigated the challenges of digital marketing, there are still hurdles to overcome. The sporadic nature of consumer purchases in the florist industry poses a unique challenge. Unlike daily consumables, floral arrangements are typically bought for specific occasions, making it challenging to set consistent monthly sales targets. The business remains sensitive to market conditions, including supplier dynamics and consumer behaviors. Nevertheless, the success and sustainability of "Toko Bunga Eunoia.um" showcase the transformative power of digital marketing when harnessed effectively by UMKM entities, opening up new avenues for growth and consumer engagement.

Therefore, "Toko Bunga Eunoia.um" recognizes the need for a comprehensive marketing strategy to achieve planned sales targets and maximize profits. To formulate an effective marketing strategy, it is crucial to assess both internal and external environments that impact the business. This involves identifying and minimizing weaknesses, leveraging strengths, avoiding threats, and capitalizing on opportunities. Against this backdrop, the decision to conduct research with the title "MARKETING STRATEGIES TO ENHANCE SALES FOR FLORIST BUSINESSES IN BUKITTINGGI CITY AND SURROUNDING AREAS: A Case Study of Toko Bunga Eunoia.um" has been made. This study aims to delve into the intricacies of crafting a marketing strategy tailored to the specific context of "Toko Bunga Eunoia.um," taking into account the unique challenges and opportunities in the florist industry in Bukittinggi and its vicinity.

2. Literature Review

Marketing Strategy Concept

Strategy is a process of planning by leaders with a focus on long-term goals, accompanied by the development of a method or effort to achieve the company's objectives (Amalina, 2019). In essence, strategy is a long-term plan to achieve goals, comprising the necessary activities for goal attainment (Yunus, 2016).

In essence, marketing is a social and managerial process where individuals and groups obtain what they need and want by creating and exchanging products, services, and value. The contemporary role of marketing extends beyond delivering products or services to consumers; it also involves ensuring sustained customer satisfaction, thereby fostering repeat purchases for the company's ongoing profitability (Aisyah, 2020). Marketing strategy, on the other hand, encompasses decision-making regarding marketing costs, the marketing mix, and the allocation of marketing efforts in relation to the expected environmental conditions and competitive landscape (Yulia, Lamsah, and Periyadi, 2019).

The marketing strategy involves a multifaceted approach, with the primary goal of creating awareness of the product and convincing customers about the reasons for making a purchase. In the growth phase, establishing a brand becomes crucial amid increasing competition, while in the maturity phase, efforts are directed towards securing customer loyalty. During the decline phase, objectives are selectively set based on the prevailing competitive conditions. The strategic marketing process involves a thorough analysis of the marketing situation, the design of the marketing strategy, the development of marketing programs, and the implementation and management of the marketing strategy (Amalina, 2019). Furthermore, fundamental concepts such as market segmentation, target market determination, and market positioning play pivotal roles in formulating effective marketing strategies. The marketing mix, comprising product, price, promotion, and place, serves as a crucial strategy, and in the realm of digital marketing, leveraging technology for promotion has become increasingly significant, providing businesses with cost-effective and efficient promotional avenues (Yulia, Lamsah, and Periyadi, 2019). Social media, especially platforms

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like Facebook, Instagram, TikTok, and WhatsApp Business, has emerged as powerful tools for marketing, offering various benefits such as transparent product information, ease of updating, comparative analysis, cost-effectiveness, and direct communication with a wide audience (Amalina, 2019).

Blooming Business: Navigating the World of Floristry and Beyond

The florist business is one of the small to medium-sized industries that is widely prevalent today. A florist is a term commonly used to describe the professional trade of flowers, encompassing flower care and handling, flower arrangement or design, ordering, displaying, merchandising, and flower delivery. Nowadays, various types of flowers are available in florist shops. The products offered by florist businesses are not limited to flower products alone; they also provide services in the form of customer service (Novianthi, 2011).

3. Method, Data, and Analysis

The research employs a qualitative research approach, emphasizing the multifaceted, interactive dimension of reality and the exchange of social experiences interpreted by individuals. Qualitative research aims to comprehend social phenomena from the perspective of participants, involving those who are interviewed, observed, and asked to provide data, opinions, thoughts, and perceptions. Various interactive strategies such as direct observation, participatory observation, in-depth interviews, document analysis, and supplementary techniques are used in qualitative research. The study utilizes a descriptive research type to vividly depict the phenomena occurring in the field.

The research focuses on the florist business "Eunoia.um," with the marketing strategy for sales improvement as its object. Data collection involves both primary and secondary data. Primary data, obtained directly from sources, includes observations, interviews, and surveys with consumers regarding marketing strategies for sales improvement. Secondary data, sourced from documents, books, photos, and other materials, contribute additional insights. The research is conducted at "Toko Bunga Eunoia.um" located in Gobah, Jorong Ladang Laweh, Banuhampu District, Agam Regency, West Sumatra.

Data analysis incorporates qualitative descriptive analysis, particularly using the SWOT analysis tool. The SWOT matrix identifies internal strengths and weaknesses and external opportunities and threats, facilitating the formulation of strategies. The research also applies the Paired Comparison Method to assign weights to internal and external strategic factors. Finally, the Quantitative Strategic Planning Matrix (QSPM) assesses and selects the most suitable strategy based on attractiveness scores and total attractiveness scores, derived from the weighted factors. The QSPM serves as a quantitative foundation for strategic development.

4. Result and Discussion

"Toko Bunga Eunoia.um" is a flower shop located in Bukittinggi, established in 2021. Its inception during the COVID-19 pandemic was serendipitous, driven by the owner's passion for flower arrangement and floristry. Initially, Eunoia.um sold flower bouquets online, produced at home, for approximately a year. Responding to the growing demand, the owner decided to open a physical store with various floristry products. The initial steps included renovating the store, finding quality fresh flower suppliers (limited in West Sumatra), and recruiting competent staff.

In 2022, "Toko Bunga Eunoia.um" was officially opened in Bukittinggi, featuring a Modern Flower Gallery concept. The store not only sells fresh flowers but also offers plastic and dried flowers, along with various floristry and crafting products such as decorations, flower boards, parcels, and other creative gifts. The vision is to maximize profits by

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prioritizing quality products, while the mission is to be the preferred choice for aesthetic needs, particularly in flowers and bouquets, ensuring the best quality and satisfying service for the people of Bukittinggi.

The store's location at Jalan Datuak Tan Malaka No. 1000, Banuhampu, Agam, was chosen based on the owner's preference. The organizational structure of "Toko Bunga Eunoia.um" is relatively simple but with clear responsibilities. The owner holds the highest decision-making authority, overseeing all employees. The employees, including full-time, part-time, and freelance workers, have specific tasks and report their responsibilities monthly to the owner. The organizational structure involves the Owner, Production, Operations, Finance, and Delivery departments.

The financial analysis indicates that since its establishment, "Toko Bunga Eunoia.um" has relied on personal funds without bank loans. The store has not experienced losses, and profits are derived from revenue minus costs and employee salaries. The store maintains detailed cash flow records, and operational funds are well-managed and stored in a bank for transparent financial reporting.

Internal Marketing Environment Analysis of "Toko Bunga Eunoia.um"

The internal environmental analysis is a crucial step in identifying the strengths and weaknesses of "Toko Bunga Eunoia.um" in facing competition. The internal environment can be observed directly through interviews, observations, or direct interactions. In marketing its products, "Toko Bunga Eunoia.um" has implemented a strategy aimed at boosting sales, enhancing customer satisfaction and trust, and ensuring the company's sustainability in a competitive market. The marketing strategy employed by "Toko Bunga Eunoia.um" consists of the 7Ps marketing mix (Product, Price, Place, Promotion, People, Process, Physical Evidence). The internal marketing factors of "Toko Bunga Eunoia.um" are elaborated further below.

The marketing mix includes various elements such as product, price, place, promotion, people, process, and physical evidence. In terms of product, "Toko Bunga Eunoia.um" focuses on offering high-quality bouquets with a variety of options, types, colors, and consistent quality across different bouquet types. The pricing strategy involves setting prices based on the cost of flowers, transportation, storage, and desired profit. The location strategy places the store strategically for easy access by customers in Jln. Datuak Tan Malaka, No 1000, Ladang Laweh, Banuhampu, Agam. Promotion involves utilizing social media platforms such as Instagram, Facebook, TikTok, and WhatsApp for product awareness. People strategy focuses on having skilled and qualified employees who are responsible, diligent, honest, and willing to learn. The process strategy emphasizes employee training, efficient bouquet arrangement, ease of ordering, and timely delivery. Finally, the physical evidence strategy ensures a comfortable and well-organized store with a modern design, cleanliness, and proper placement of flowers. These strategies collectively contribute to the success and positive image of "Toko Bunga Eunoia.um" in the market.

"Toko Bunga Eunoia.um" possesses several strengths that contribute to its competitive advantage. Firstly, the store offers high-quality and diverse products, including fresh flower bouquets, flower stands, flower boards, and various gift creations, providing customers with a wide range of choices. The affordability of the bouquet prices compared to other florists in Bukittinggi, along with the strategic location of the store in the midst of a campus area, adds to its strengths. The store's commitment to maintaining the freshness of flowers by storing them in a showcase, providing comfortable seating, free Wi-Fi, and a well-decorated space, creates a modern and pleasant shopping environment. Additionally, the availability of a spacious parking area and the provision of modern facilities such as refrigerators, laptops for administrative purposes, and electronic payment options enhance the overall customer

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experience. Furthermore, the store's implementation of a delivery service and its active presence on social media platforms contribute to its strengths by catering to the convenience and preferences of customers. However, some weaknesses include the perishable nature of raw materials, the underutilization of certain digital marketing channels, and the lack of specialized personnel for marketing activities, especially during events and promotions outside the store. Overall, a strategic focus on addressing weaknesses while leveraging existing strengths positions "Toko Bunga Eunoia.um" for continued success in the competitive market.

Table 1. Internal Factors Analysis: Strengths and Weaknesses of Eunoia.um Flower Shop

Company Internal Factors	Strengths	Weaknesses
Product	1. Quality and varied products	1. Raw materials that are not easily damaged and are not durable
Price	2. Affordable prices	
Place	3. Strategic location	
Promotion		2. Promotion is not optimal
Person		3. Lack of special workforce for marketing
Process	4. Delivery Service Available	
Physique	5. Comfortable store concept	

External Environment Analysis

The analysis of the external environment aims to evaluate the conditions and events outside the company's sphere. This examination serves to identify both opportunities and threats faced by the business. In the case of "Eunoia.um Flower Shop," various opportunities have been identified. Firstly, the establishment has successfully garnered a loyal customer base over its nearly three years of operation, contributing to its sustainability and growth. Additionally, the expanding population and evolving lifestyle trends in Bukittinggi present opportunities for increased demand for floral products. The shop can benefit from cultural celebrations, birthdays, weddings, and other events that require floral arrangements. Moreover, the rapid advancement of information technology offers a positive impact, providing avenues for innovation, new products, and improved marketing strategies.

However, amidst these opportunities, there are also potential threats that need consideration. The presence of numerous similar businesses in Bukittinggi creates intense competition for "Eunoia.um Flower Shop." To navigate this challenge, the shop must prioritize product quality, enhance customer service, and stay abreast of current trends. Furthermore, the bargaining power of buyers poses a threat, given the plethora of florists in the area, providing consumers with a wide array of choices. While the shop emphasizes quality and excellent service, it must remain vigilant in meeting customer expectations to counterbalance the strong influence of buyers in the competitive floral market of Kota Bukittinggi.

Table 2. Opportunities and Threats for Toko Eunoia.um: External Factors Analysis

Opportunities	Threats
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Company	1. Already have regular customers	1. The high level of
External	2. Community patterns and lifestyles are	competition in the city
Factors	increasingly developing	of Bukittinggi
	3. Advances in information technology	2. Bargaining power of
	4. There are no substitute products	buyers

Table 3. Internal Factor Matrix for Toko Eunoia.um: Unveiling Strengths and Addressing Weaknesses

Internal Factors	Branch	Weight X	Branch Weight
Strength:			
- Quality and varied products	0,136	4	0,544
- Affordable prices			
- Strategic location	0,122	4	0,488
- Delivery service available	0,133	4	0,532
- Comfortable store concept	0,114	4	0,456
	0,121	3	0,363
Sub-Total	0,626	19	3,383
Weakness :			
- Raw materials that are easily damaged	0,141	3	0,423
- Promotion is not optimal	0,131	2	0,262
- Lack of workforce, especially in the marketing department..	0,102	2	0,204
Sub-Total	0,374	7	0,889
Total	1		3,272

Table 4. External Factor Matrix for Toko Eunoia.um: Navigating Opportunities and Threats

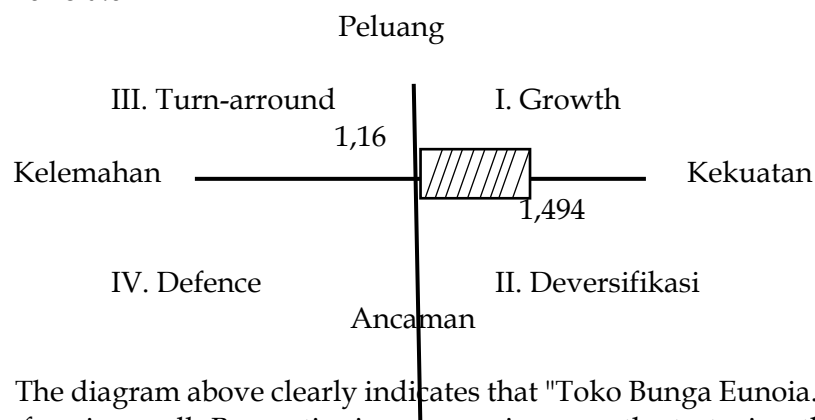
External Factors	Branch	Weight X	Branch Weight
Opportunity :			
- Already have regular customers	0,163	2	0,326

- Community lifestyle patterns and styles are increasingly developing	0,151	3	0,453
- Technological advances			
- There are no substitute products		3	0,492
	0,164	3	0,543
	0,181		
Sub-total	0,659	11	1,814
Threat :			
- The high level of competition in the city of Bukittinggi	0,171	2	0,342
- Bargaining power of buyers		2	0,312
	0,156		
Sub-total	0,327	4	0,654
Total	0,986		2,468

The table above reveals that the internal factor with the highest score is high-quality and diverse products, with a score of 0.544, signifying a strength for Toko Bunga Eunoia.um. On the other hand, the highest-scoring weakness is the lack of specialized personnel in the marketing department, with a score of 0.306. Moving to external factors, the highest-scoring opportunity is the absence of substitute products, with a score of 0.543. The highest-scoring threat is the high level of competition in Bukittinggi city, scoring 0.342.

The analysis based on Table 3 shows that the internal factor matrix has a total score of 3.233, while Table 4.4 indicates that the external factor matrix has a total score of 2.468. Further breaking down the total scores for each factor, strengths score 2.383, weaknesses score 0.889, opportunities score 1.814, and threats score 0.654. Consequently, the strengths surpass weaknesses by (+) 1.494, and opportunities exceed threats by (+) 1.16. With the identification of these factors, a SWOT analysis diagram can be depicted, as shown in Figure .

Figure 1 .Diagram Analisis SWOT Hasil Pengolahan Data Internal Dan Eksternal "Toko Bunga Eunoia.um"



The diagram above clearly indicates that "Toko Bunga Eunoia.um" is on the right track and performing well. By continuing aggressive growth strategies, the company can further enhance its sales and overall performance.

SWOT Analysis Diagram Result of Internal and External Data Processing for "Toko Bunga Eunoia.um"

Based on the results of the identification of strengths, weaknesses, opportunities, and threats, a SWOT matrix can be developed. The formulation of the SWOT matrix will provide various strategic alternatives, including S-O strategy, S-T strategy, W-O strategy, and W-T strategy. In formulating the SWOT matrix for "Toko Bunga Eunoia.um," it is essential to devise strategies applicable to the 7P marketing mix (product, price, place, promotion, people, process, and physical evidence). Prior to this, "Toko Bunga Eunoia.um" has implemented marketing strategies. The analysis of marketing strategies in this study aims to improve the existing ones and propose alternative strategies deemed necessary for "Toko Bunga Eunoia.um" to address the challenges faced. The SWOT analysis outlines strategies that are still effective and considers new ones not previously undertaken by "Toko Bunga Eunoia.um." The formulation of alternative strategies is made with the approval of the owner, ensuring that the strategies align with the current business environment. The SWOT matrix-based strategy formulation can be seen in the following table.

Table 5. SWOT Analysis for "Eunoia.um Store"

Internal factors	Strength (S)	Weakness (W)
	1. Quality and varied products 2. Affordable prices 3. Strategic location 4. Availability of delivery services 5. Comfortable store concept	1. Raw materials are easily damaged and not durable 2. Promotion is not optimal Lack of special workforce in marketing department
External Factors		
Opportunity (O)	S-O Strategy	W-O Strategy
1. Already have regular customers 2. Community lifestyle patterns and styles are increasingly developing 3. Advances in information technology 4. There are no substitute products	1. Carry out product development by utilizing quality and varied products 2. Offer discounts for every purchase more than three times a month 3. Open a new business branch 4. Maintain product quality and characteristics	1. Carry out promotions through social media and maximize digital use 2. Improve workforce skills
Threat (T)	S-T Strategy	W-T Strategy
1. The high level of competition in the city of Bukittinggi 2. Bargaining power of buyers	1. Innovate products from various flower bouquet models 2. Maintain customer trust	1. Add marketing staff 2. Continue to carry out promotions via social media regularly to further demonstrate the existence of "Eunoia.um Store"

S-O Strategy (Strength-Opportunities)

The S-O strategy for "Toko Bunga Eunoia.um" involves leveraging the company's strengths to capitalize on existing opportunities, aiming to maximize profitability. Key strengths considered in the S-O strategy analysis include the high-quality and diverse range of products, affordable pricing, strategic location, the availability of delivery order services, and a comfortable and modern store concept. Meanwhile, the opportunities that can be exploited include having a loyal customer base, the evolving lifestyle trends of the community, advancements in information technology, and the absence of substitute products. The formulated S-O strategy from the SWOT matrix for "Toko Bunga Eunoia.um" is to develop products by capitalizing on the high-quality and diverse product range. Implementing a pricing strategy that involves offering discounts for the third purchase and on select products for specific days is suggested. The target market for "Toko Bunga Eunoia.um" consists of the upper-middle-class population less influenced by product prices. However, providing a discount for the third purchase within a month is an appreciation gesture for repeat customers, aiming to enhance consumer interest in the products. Offering special discounts on certain products, such as roses on Valentine's Day and Mother's Day, is a strategic move to attract customers during peak demand periods.

Another proposed strategy is to expand the business by opening new branches. With the increasing demand for flower bouquets from "Toko Bunga Eunoia.um" in various regions, opening new branches can make the company's products easily accessible to consumers wherever they are. It is essential to maintain the quality and distinctive features of the products sold by "Toko Bunga Eunoia.um." The superior quality of the flowers and attractive bouquet designs are the unique characteristics that set "Toko Bunga Eunoia.um" apart from other florists, and these must be preserved to prevent consumers from switching to alternative products.

W-O (Weakness-Opportunities) Strategy

The W-O strategy for "Toko Bunga Eunoia.um" involves leveraging existing opportunities to address the weaknesses of the company. Opportunities that can be capitalized on include having a loyal customer base, evolving lifestyle trends, technological advancements, and the absence of substitute products. Identified weaknesses that need to be addressed are perishable and short-lived raw materials, suboptimal promotion efforts, and a lack of specialized workforce in the marketing department. The formulated W-O strategy from the SWOT analysis is to enhance promotion through social media. Promotional activities can be conducted through platforms such as Instagram, Facebook, TikTok, WhatsApp, and other digital media. Intensifying promotion on social media by offering attractive deals, facilitating online transactions, displaying product prices, and providing contact information for orders can significantly ease the purchasing process for customers, especially those located far from the physical store.

Furthermore, participating in local events in Bukittinggi and enhancing the education and skills of the workforce are recommended. Given the evolving trends each year, "Toko Bunga Eunoia.um" needs to continually innovate its flower bouquet arrangements. Therefore, investing in the education and skills of employees is crucial to ensure they understand the art of floral arrangement, stay informed about current trends, and grasp the aesthetic values associated with flower arrangements.

S-T Strategy (Strength-Threats)

The S-T strategy for "Toko Bunga Eunoia.um" involves leveraging the company's strengths to confront the impending threats. Strengths utilized in formulating the S-T strategy include the offering of high-quality and diverse products, affordable pricing, a strategic location, the provision of delivery services, and a comfortable store concept. The identified threat to address is the intense competition in Bukittinggi and the bargaining power of buyers.

The formulated S-T strategy from the SWOT analysis is to innovate products by introducing diverse types and models of flower arrangements, aiming to enhance customer trust in the products. Through the development of attractive bouquet designs, "Toko Eunoia.um" can expand its market segmentation and meet sales targets, ultimately mitigating the impact of competitive pressures and buyer negotiation power.

W-T Strategy (Weakness-Threats)

Based on the analysis of "Toko Bunga Eunoia.um," a comprehensive strategic plan has been devised by leveraging its internal strengths to capitalize on external opportunities. The company's commitment to delivering high-quality and diverse products, coupled with affordable pricing and strategic location, positions it favorably in the market. By addressing weaknesses, such as the perishable nature of raw materials and limited marketing personnel, the business can explore opportunities like social media promotions and participation in local events. Additionally, the company should focus on staff education and skills enhancement to stay abreast of industry trends. The formulated strategies include product innovation to meet evolving customer preferences, promotional discounts, and potential expansion through the establishment of new branches. This strategic approach aims to navigate challenges such as intense competition and buyer negotiation power while maximizing the advantages inherent in the business model.

Strategy Decision Stage in QSPM Matrix Analysis

In the subsequent decision-making phase to determine the most suitable priority strategies for implementation by "Toko Bunga Eunoia.um," a Quantitative Strategic Planning Matrix (QSPM) analysis was conducted, involving input from owners and employees. Owners, being the highest authority in decision-making for strategy determination, possess a profound understanding of the business. The QSPM analysis involved several steps: listing strengths, weaknesses, opportunities, and threats with assigned weights based on questionnaire results, determining the average weights for each variable, assigning Attractive Scores (AS) to each strategy derived from SWOT analysis, and finally, calculating the Total Attractive Score (TAS) for each strategy. The strategy with the highest TAS is considered the priority. The QSPM results indicate that the priority strategy for "Toko Bunga Eunoia.um" is the S-O strategy, emphasizing product development by leveraging high-quality and diverse products.

To elaborate further on the prioritized strategies, the QSPM analysis highlights alternatives such as product development, offering discounts for third-time purchases in a month, opening new business branches, maintaining product quality and distinct characteristics, enhancing promotional activities through local print and electronic media while maximizing digital platforms, participating in local events, improving employee education and skills, innovating diverse product models for flower arrangements, maintaining customer trust, increasing specialized marketing personnel, and persistently using social media platforms like Facebook, Instagram, and TikTok to showcase the presence of "Toko Eunoia.um." The detailed QSPM results provide a comprehensive guide for implementing prioritized strategies aligned with the internal and external environmental analyses of the business.

5. Conclusion and Suggestion

Conclusion

Based on the research findings, several conclusions can be drawn. Internally, "Toko Bunga Eunoia.um" exhibits strengths such as offering quality and diverse products, affordable pricing, a strategic location, the availability of delivery services, and a comfortable store concept. However, weaknesses include perishable and short-lived raw materials, suboptimal promotion, and a lack of specialized marketing personnel. External environmental analysis reveals opportunities, such as having a loyal customer base, evolving societal lifestyles, advancements in information technology, and the absence of substitute products. Threats include intense competition in Bukittinggi, and strong bargaining power of buyers.

The SWOT analysis for "Toko Bunga Eunoia.um" has led to the formulation of alternative strategies to enhance its market position. Firstly, the S-O strategy suggests a focus on product development, emphasizing quality and variety, coupled with offering discounts for customers making more than three purchases per month. Additionally, the strategy involves expanding the business by opening new branches while maintaining a commitment to product quality and uniqueness. On the other hand, the W-O strategy recommends leveraging social media platforms, participating in local events in Bukittinggi, and investing in the education and skills of the workforce to enhance promotional activities and overall business performance. The S-T strategy emphasizes innovation in products, introducing diverse types and models of flower arrangements to meet changing consumer preferences while sustaining customer trust. Lastly, the W-T strategy proposes increasing marketing personnel and consistently promoting the business on popular social media platforms like Facebook, Instagram, and TikTok to fortify the visibility and reach of "Toko Bunga Eunoia.um." These strategic directions aim to address internal weaknesses and capitalize on external opportunities, contributing to the overall growth and success of the florist business.

The QSPM matrix analysis indicates that the S-O strategy, involving product development using quality and variety, has the highest TAS value. In terms of implications, the study underscores the importance of implementing these strategies for "Toko Bunga Eunoia.um" to enhance sales. However, limitations of the research, such as a small sample size, should be considered for future studies to improve and refine the findings.

Suggestion

Based on the research findings, it is evident that marketing plays a crucial role in the success of a business. Therefore, the following recommendations are offered for "Toko Bunga Eunoia.um": Enhance marketing activities in alignment with the prioritized alternative strategies that have been formulated. Increase awareness of "Toko Bunga Eunoia.um" among the residents of Bukittinggi by organizing various events to capture the attention of the community. Implement the formulated alternative strategies and ensure effective communication and socialization to all employees, fostering a shared understanding and successful execution of the chosen strategies. These recommendations aim to strengthen the marketing efforts of "Toko Bunga Eunoia.um" and enhance its visibility and impact within the community of Bukittinggi.

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