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**Analysis of Business Development Strategy for Floriculture Processing Products at CV Telogo Budhoyo Malang**

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INDEXING	ABSTRACT
<b>Keywords:</b> Keyword 1; Business Development Keyword 2; SWOT Analysis Keyword 3; MSMEs Keyword 4; Flower Board Keyword 5; Strategy	The flower board business is a type of business that has the potential to grow along with the increasing public demand for greeting media at various events such as weddings, condolences, and inaugurations. This study aims to analyze internal and external factors that influence business development and formulate an appropriate development strategy at CV Telogo Budhoyo Malang. The research method used is a descriptive method with a SWOT analysis approach. The data used in this study consists of primary and secondary data obtained through interviews, observations, and distribution of questionnaires to business owners, employees, and customers. The results of the study indicate that internal factors that are strengths include good product quality, the use of fresh flowers, and a diverse product variety. Meanwhile, weaknesses include limited human resources and production equipment. External factors indicate opportunities in the form of increasing market demand and the development of digital marketing media, while threats come from competition from similar businesses and fluctuations in raw material prices. Based on the SWOT analysis, several alternative business development strategies were obtained, including increasing product innovation, expanding marketing through digital media, improving service quality, and strengthening business management. These strategies are expected to increase the competitiveness and sustainability of CV Telogo Budhoyo Malang.

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**INTRODUCTION**

Micro, small, and medium enterprises (MSMEs) play a vital role in the Indonesian economy by creating jobs and improving community well-being. One business sector that continues to grow is the flower arrangement and decoration services industry. Flower boards are often used as a means of greeting at various events, such as weddings, business openings, celebrations, and condolences. CV Telogo Budhoyo Malang is a company specializing in flower boards. This business utilizes fresh flowers as the primary ingredient in its floral arrangements, resulting in attractive, aesthetically pleasing products. With the growing demand for flower boards, this business has the potential for continued growth. However, the company faces various challenges in running its business, including competition, limited resources, and changing market conditions.

Therefore, an appropriate strategy is needed to develop a business to ensure competitiveness and maintain its sustainability. One approach that can be used is a SWOT analysis, which aims to identify a business's strengths, weaknesses, opportunities, and threats. By understanding these factors, companies can formulate more effective and targeted

business development strategies. This study aims to analyze internal and external factors that influence business development at CV Telogo Budhoyo Malang and formulate appropriate business development strategies to increase the company's competitiveness.

## **LITERATURE REVIEW**

### **1. Definition of Strategy**

Strategy is a plan developed by an organization to achieve predetermined goals by utilizing existing resources effectively and efficiently. Strategy also serves as a guideline for determining the direction of company policy in the face of changes in the business environment. Amang et al. (2023) state that strategy is a prospective course of action that guides top management decisions and the use of company resources over the long term.

### **2. Definition of Strategy Formulation**

Strategy formulation is the process of developing the steps taken by an organization to achieve its stated goals. This process involves analyzing the company's internal and external conditions to ensure that the resulting strategy aligns with the current circumstances. Amang et al. (2023) explain that strategy formulation is carried out to determine the long-term direction of an organization's policies.

Mishra & Mohanty (2022) Explain that strategy formulation namely: the planning approach – related to long-term planning and execution to achieve organization goals

### **3. Definition of Business Development**

Business development is a planned effort by an organization or company to create something by developing and transforming various resources into goods or services desired by consumers. Development is also defined as an effort to improve current and future work performance (Laila et al. 2020).

Business development can also be carried out through community empowerment, namely community participation such as skill development, providing knowledge, providing mentoring, managing business actor tasks, improving the economy and development (Khoironi, 2023).

### **4. SWOT Analysis**

A SWOT analysis is a method used to analyze the internal and external conditions of an organization or company, consisting of strengths, weaknesses, opportunities, and threats, which helps in formulating appropriate business development strategies (Helms & Nixon, 2010; Gürel & Tat, 2017).

## **RESEARCH METHOD**

### **1. Research location**

The research location is one of the important factors used as the research object, as the research activities carried out in this study facilitate the researcher in obtaining valid data. The researcher conducted the research at CV Telogo Budhoyo, located in Malang City, East Java.

### **2. Research time**

This research is planned to be carried out for 3 months, starting from June to August 2025. The research stages include preparation, data collection, data analysis, and preparation of the final report.

### 3. Types of research

The research method used in this study is descriptive with a qualitative approach. Data will be collected through questionnaires distributed to a sample of employees from CV Telogo Budhoyo Malang, Jalan Joyo Agung 2, Tlogomas Village, Lowokwaru District, Malang City, East Java.

### 4. Data Source Type

The types of data sources used in the research are primary data and secondary data:

#### 1. From Primary Data

Primary data is data obtained directly from the first source or the researcher themselves through various methods such as interviews, observation and documentation.

#### 2. Data Seconds

Secondary data is data that has been collected by other people or institutions and is usually readily available in the form of reports, statistics, and documents. Researchers use secondary data to support or supplement the primary data they have collected.

### 5. Population and Sample

#### a. Population

The population of this study includes all employees of CV Telogo Budhoyo Malang, company management including owners and division heads, customers who have used the product or service.

#### b. Sample

The sampling method for this study uses purposive sampling, where respondents are selected deliberately based on certain criteria. These criteria include employees, management involved in strategic decision-making, and customers who have used the product.

### 6. Data Collection Techniques

Data collection techniques are the most strategic steps in research, Data Collection Techniques using Questionnaire, Observation and Documentation Methods.

### 7. Data analysis

The data analysis technique used in this study was a SWOT analysis by Meyer, CD (2023). This analysis was used to identify internal factors, including strengths and weaknesses, as well as external factors, including opportunities and threats. The results of this analysis were then used to formulate a business development strategy for CV Telogo Budhoyo Malang.

## RESULT AND DISCUSSION

Table 1. IFAS Matrix Analysis

### IFAS Matrix Analysis

Internal Factors	Weight	Rating	Score BxR
<b>Strength (<i>Strength</i>)</b>			
1. On-time and responsive delivery	0,15	3,87	0,58
2. Flexible in accepting custom designs	0,15	3,87	0,58
3. Competitive prices with visual quality	0,10	3,57	0,36
4. Attractive and unique flower board design	0,15	3,73	0,56
5. Good reputation in the community and formally	0,10	3,73	0,37
	0		

**Table 2. Continued**

Internal Factors	Weight	Rating	Score BxR
<i>Weaknesses (Weaknesses)</i>			
1. There are no written operational standards yet	0,05	1,47	0,07
2. Minimal collaboration with EO/WP	0,05	1,47	0,07
3. Design has not fully followed digital trends	0,05	2,07	0,10
4. Dependence on a particular moment	0,10	2,33	0,23
5. Not yet utilizing e-commerce platforms	0,10	2,73	0,27
	0		
Total	1,00		3,21

Source: Primary Data Processed 2025

The table above shows a total score of 3.21. This value indicates that CV Telogo Budhoyo Malang's internal conditions are in the strong category, as the total score is above the average of 2.5. According to Fredy Rangkuti (2018), the total internal matrix score ranges from 1.0 to 4.0, with a value above 3.0 indicating that the company has strong internal conditions in utilizing strengths and overcoming weaknesses. The results of this study are also in line with research on business development strategies. Florist in Kakaskasen Dua Subdistrict, Tomohon City (2024) which states that internal factors such as product quality, workforce skills, customer service and the business's ability to adapt to customer demand are important factors that are a strength in business development. Florist these factors play an important role in increasing business competitiveness and maintaining business continuity amidst existing competition.

Thus, the IFAS score of 3.21 indicates that internally CV Telogo Budhoyo Malang has strong conditions that can support the formulation of business development strategies.

**Table 3. IFAS Matrix Analysis****IFAS Matrix Analysis**

External Factors	Weight	Rating	Score BxR
<i>Opportunity (Opportunity)</i>			
1. The trend of using flower boards for various events is increasing	0,13	3,20	0,42
2. The potential for collaboration with EO, hotels and restaurants is quite large	0,13	1,47	0,19
3. Social media makes promotion and ordering easier			
4. The demand for modern and personal flower board designs continues to grow.	0,09	2,47	0,21
5. The government supports creative MSMEs such as flower board businesses	0,11	3,67	0,40
	0,09	2,80	0,24
<i>Threat (Threats)</i>			
1. Competition from similar businesses with lower prices is quite high.	0,04	1,47	0,06
2. Prices of fresh flowers and decorative materials change frequently.	0,09	2,47	0,21
3. Consumer trends change rapidly and are difficult to predict.	0,11	2,47	0,27
4. Sales are highly dependent on seasonal moments or certain events.	0,09	2,53	0,22

**Table 2. Continued**

External Factors	Weight	Rating	Score BxR
5. The risk of product damage during shipping is still quite high.	0,13	3,53	0,46
Total	1,00		2,69

*Source: Primary Data Processed 2025*

Based on the results of the internal factor analysis in the table, a total score of 2.69 was obtained. This value indicates that CV Telogo Budhoyo Malang has a fairly good ability to utilize opportunities and anticipate threats originating from the external business environment. According to Freddy Rangkuti (2018), the total value of the EFAS matrix score is in the range of 1.0-4.0 with an average value of 2.5, so a value above 2.5 indicates that the company is able to respond to external factors quite well. On the other hand, there are several threats faced such as the increasing number of similar businesses that become competitors and fluctuations in flower raw materials that can affect production costs. These results are in line with research by Aryanti et al., (2023) which states that one of the challenges in the flower business is quite high business competition and changes in raw material prices that can affect business profits.

Thus, the EFAS score of 2.69 indicates that CV Telogo Budhoyo Malang has a fairly good ability to utilize opportunities in the external business environment, although it is still necessary to pay attention to various threats that can affect business development.

### **SWOT Matrix**

According to Freddy Rangkuti (2018), the SWOT matrix is an analytical tool used to formulate a company's strategy based on a combination of internal and external factors. Based on these results, several alternative strategies were obtained that could be implemented by CV Telogo Budhoyo Malang, namely the SO strategy (Strength–Opportunities), WHERE (Weakness–Opportunities), ST (Strength–Threats), and WT (Weakness–Threats). Based on the results of the analysis, several alternative strategies were obtained, namely:

#### **SO Strategy (Strength–Threats)**

Leveraging business strengths to seize market opportunities by increasing promotions through social media, maintaining the quality of flower boards, and expanding collaboration with various agencies or companies.

#### **WO Strategy (Weakness– Opportunities)**

Minimizing business weaknesses by utilizing opportunities through increasing digital promotions, developing a variety of flower board designs, and improving workforce skills.

#### **ST Strategy (Strength–Threats)**

Leveraging business strengths to face threats by maintaining product quality, improving customer service, and maintaining good customer relationships.

### **WT Strategy (Weakness–Threats)**

Minimize weaknesses and avoid threats through evaluation of business operational activities, production cost efficiency, and product innovation to remain competitive.

### **Space Matrix**

Based on the analysis results using the SPACE Matrix, CV Telogo Budhoyo Malang's strategic position is in the aggressive quadrant. This position indicates that the company has strong internal conditions and is able to exploit opportunities in the external environment. The SPACE Matrix is used to determine the company's strategic direction based on a combination of financial strength, competitive advantage, environmental stability, and industry strength. According to Freddy Rangkuti (2018), an aggressive position indicates that the company is in a favorable condition so it can implement a growth strategy by utilizing its strengths.

This aggressive position indicates that CV Telogo Budhoyo Malang has the opportunity to develop its business by leveraging its internal strengths and available market opportunities. Strategies that can be implemented include improving the quality of flower board products, expanding promotions through digital media, and expanding collaboration with various agencies or companies. The results of this study are in line with the research of Hawoe et al. (2023) regarding flower board business development strategies, which stated that flower board businesses have significant development opportunities if business actors are able to utilize internal strengths such as product quality and service to capture market opportunities. Thus, the results of the SPACE Matrix analysis indicate that CV Telogo Budhoyo Malang is in a fairly advantageous position so that it can implement an aggressive business development strategy by leveraging internal strengths and opportunities available in the external environment.

### **CONCLUSION**

Based on the results of research that has been conducted regarding business development strategies at CV Telogo Budhoyo Malang, it can be concluded as follows: 1) The results of internal factor analysis using the IFAS Matrix show that CV Telogo Budhoyo Malang obtained a total score of 3.21, which means that the internal condition of the business is in the strong category. This shows that the company is able to utilize its strengths in supporting business activities. 2) The results of external factor analysis using the EFAS Matrix show that CV Telogo Budhoyo Malang obtained a total score of 2.69, which means that the company is quite capable of utilizing opportunities and anticipating threats originating from the external environment of the business. 3) Based on the results of the SWOT analysis and the SPACE Matrix, the strategic position of CV Telogo Budhoyo Malang is in the aggressive quadrant, so that the strategy that can be implemented is a growth strategy by utilizing internal strengths to take advantage of available opportunities, such as improving the quality of flower board products, expanding promotions through digital media, and expanding cooperation with various agencies or companies.

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