

Business Development Strategy for Bunga Melati Women's Farming Groups in Bunutin Village, Bangli District, Bangli Regency

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ABSTRACT

This research aims to find out the right strategy for business development of the Bunga Melati Women's Farming Group (WFG) in Bangli Regency. The data collection method uses observation, interviews, documentation and Focus Group Discussion (FGD). The respondents in this research were all members of the Jasmine Flower Farming Women's Group, totaling 28 people. The data analysis used in this research is internal and external environmental analysis. The research results show that Bunga Melati WFG has a total IFAS score of 2.87, and an IFAS score of 2.87. The alternative strategy produced by Bunga Melati WFG is 1. Utilizing product diversity and superior quality to expand the scope of product promotion and branding. 2. Study new technological developments to improve efficiency and product quality. 3. Improving the quality of human resources through training and education programs to understand business administration management and also online marketing supported by new technology. 4. Strategy for using digital technology to increase product promotion and branding. 5. Improve product quality to face tight competition and high consumer bargaining power. 6. Product quality-based differentiation strategy by controlling product costs to increase consumer purchasing power. 7. Strategy for understanding customer needs in order to improve product quality. 8. Strategy for developing human resources and increasing competitiveness amidst intense competition and high consumer bargaining positions.

Keywords: *Bunga Melati Women's Farming Group, Business Development, Strategy.*

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1. INTRODUCTION

The agricultural sector is one sector that has very high potential in the Indonesian economy (Anggraini, 2020). This sector is not only to support food security, it can also improve the welfare of the Indonesian people. To reach its maximum potential, the agricultural sector needs to be supported with various efforts, including

improving agricultural technology, education and training for farmers, as well as adequate infrastructure such as irrigation and transportation networks, there is greater investment and attention to this sector (Anggraeni *et al.*, 2023). One of the government programs for the welfare of farmers is the women's farmer group program (Geovani *et al.*, 2021).

Women farmer groups (WFG) are an important element in the development of the agricultural sector in Indonesia (Ardiani and Dibyorini, 2021). Women farming groups play a strategic role in increasing food security, economic empowerment and the welfare of farming families (Muizu *et al.*, 2019). Women's farming groups are considered to be able to help farmers cultivate land and increase harvest yields for the benefit of members and the local community (Angraini, 2020). Based on data from the Ministry of Agriculture of the Republic of Indonesia in 2022, there are around 237,892 WFG in Indonesia, but only 222,763 WFG are active. Based on this data, only around 30% of WFGs are able to develop their businesses productively, this shows that there is still a lot of room to increase participation and productivity of WFG in Indonesia.

Bunga Melati Women's Farming Group is a WFG located in Bunutin Village, Bangli District, Bangli Regency. Bunga Melati WFG is one of the WFG that is active and able to develop its business productively. This group has many businesses, including producing processed foods and drinks such as spinach leaf chips, chicken skin chips, crackers, taro chips, celery chips, sirat kue kucur cakes, loloh kumyit, loloh moringa, sweet potato donuts, and fried onions. Bunga Melati WFG has a land area of 100 acres planted with vegetables such as long beans, chilies, spinach, kale, eggplant and flowers such as Bali gemitir and henna. According to the chairman of Bunga Melati WFG Ni Ketut Parwati in 2023, in developing its business Bunga Melati WFG experienced various obstacles such as sales, production and marketing. According to Malik *et al.*, (2022), one of the factors causing the decline in product sales is the lack of relationships in

marketing products. To overcome these problems, comprehensive efforts are needed, including conducting a business development strategy analysis to find out the right strategy for developing the Bunga Melati WFG business in Bangli Regency. This is important to do in order to encourage a sustainable increase in WFG activity and productivity.

2. METHODS

This research was conducted at the Bunga Melati Women Farming Group (WFG) located in Bunutin Village, Bangli District, Bangli Regency. Data collection methods use observation, interviews, documentation and Focus Group Discussion (FGD) methods. The respondents in this research were all 28 members of Bunga Melati WFG.

The data analysis used in this research is internal and external environmental analysis. At the input stage of internal and external factors (the input stage) the IFAS and EFAS matrices are used. The matching stage uses the SWOT analysis IE matrix analysis tool. The decision stage uses QSPM analysis to determine priorities.

3. RESULT AND DISCUSSION

3.1 IFAS AND EFAS Matrix Analysis

The Internal Factor Analysis Summary (IFAS) matrix is a strategic analysis tool used in business planning and strategic management to determine the internal conditions of a company and is used to determine the strengths and weaknesses of a company (Mutiarra, 2021). The results of the IFAS Bunga Melati WFG analysis can be seen in Table I.

TABLE I
IFAS Matrix Analysis of Bunga Melati WFG in Bunutin Village, Bangli District, Bangli Regency.

No	Identify Internal Factor Variables	WEIGHT	RATING	SCORE
STRENGTH				
1	Has a strategic location	0,09	2	0,18
2	Diverse product advantages	0,11	4	0,43
3	Quality product excellence	0,11	3	0,33
4	Have a good reputation	0,08	3	0,23
5	Prices are very affordable and in accordance with the quality	0,12	3	0,35
WEAKNESS				
6	Do not yet understand business administration management	0,10	3	0,29
7	High marketing costs	0,12	3	0,36
8	Lack of work motivation	0,11	4	0,42
9	Not yet doing online marketing	0,07	1	0,07
10	The quality of human resources is still low	0,10	2	0,21
TOTAL STRENGTHS + WEAKNESSES		1,00		2,87

Source: Processed Primary Data, 2024

Based on the IFAS analysis results in Table I. Bunga Melati WFG is in a fairly stable condition, not too risky and in the moderate category because it has a total score of 2.87 (David, 2012). The superiority of various products is the highest strength factor possessed by Bunga Melati WFG with a score of 0.43 and followed by the very affordable price factor and appropriate quality with a score of 0.35. This statement explains that the score value in the IFAS table reflects the relative contribution of each factor to the organization's internal strength (Sari and Oktafianto, 2017). Bunga Melati WFG needs to prioritize actions to optimize its internal strengths, minimize existing internal weaknesses and maintain a fairly stable position. The main weakness of Bunga Melati

WFG based on IFAS analysis is that it has not carried out online marketing, with a score of 0.07. This weakness is considered significant because it has a fairly high score interval in evaluating the internal factors of Bunga Melati WFG. Bunga Melati WFG needs to carry out strategies to overcome existing problems so that Bunga Melati WFG can develop in the future.

The External Factor Analysis Summary (EFAS) matrix is a strategic analysis tool used to evaluate external factors that influence the performance of an organization. Based on the EFAS analysis, Bunga Melati WFG is in a good external business position in exploiting opportunities and overcoming threats. This can be seen in Table II. where Bunga Melati WFG has an EFAS score of 3.09.

TABLE II.
EFAS Matrix Analysis of Bunga Melati WFG in Bunutin Village, Bangli District, Bangli Regency

No	Identify Internal Factor Variables	WEIGHT	RATING	SCORE
OPPORTUNITY				
1	Collaboration with partners	0.09	3	0.28
2	Increasing business development through training and education	0.11	4	0.46
3	Strengthening Promotion and Branding	0.11	4	0.45
4	New technological developments	0.10	3	0.31
5	Changes in consumer preferences (trends).	0.08	3	0.23
THREAT				
6	The competitive conditions are too tight	0.09	3	0.28
7	Consumers' bargaining position is high	0.10	2	0.20
8	Decrease in consumer purchasing power	0.11	1	0.11
9	The weather is always changing	0.11	4	0.45
10	Raw material stock capacity is not continuous	0.08	4	0.33
TOTAL OPPORTUNITIES+THREATS		1.00		3.09

Source: Processed Primary Data, 2024

The main opportunity factor that Bunga Melati WFG has is increasing business development through training and education with a score of 0.46. Judging from these results, empowerment through training and education is very important for Bunga Melati WFG, aiming to empower them by providing them with knowledge, skills and understanding. they need to take an active role in improving their own conditions. The next threat is a decrease in consumer purchasing power with a score of 0.11. Changes in consumer purchasing power along with increased intense competition have changed the bargaining position of consumers. Bunga Melati WFG consumers now have more choices and higher expectations for Bunga

Melati WFG products.

3.2 Analisis Strengths, Weaknesses, Opportunities, Threats (SWOT)

Strengths, weaknesses, opportunities and threats (SWOT) analysis is a strategic technique used to assess the strengths, weaknesses, opportunities and threats faced by an organization, be it a business or project, product, or even a person. SWOT analysis helps organizations to identify key factors that influence their performance, so that they can plan appropriate strategies to exploit opportunities, overcome threats, strengthen strengths, and overcome weaknesses. The following is the SWOT matrix which can be seen in Table III.

TABLE III
SWOT Matrix of Bunga Melati WFG

	Strenght (S)	Weakness (W)
IFAS	1. Have a good location strategic 2. Product advantages diverse 3. Product advantages quality 4. Have a good reputation Good 5. Prices are very affordable and according to quality	1. Don't understand yet administrative management business 2. High marketing costs 3. Lack of work motivation 4. Haven't done it yet online marketing 5. Quality of resources lowly humans
EFAS		
Opotunities (O)	Strategi S-O	Strategi W-O
1. Collaboration with partners 2. Increasing business development through training and education 3. Strengthen promotion and branding 4. Development of new technology 5. Changes in consumer preferences (trends).	1. Take advantage of diversity product and quality superior to expand promotional coverage and product branding. (S2,S3,S5,O3) 2. Study technological development new to upgrade efficiency and quality produk. (S2,S3,S5,O2,O4)	3. improve quality human Resources through training programs and Education for understand management business administration and also online marketing supported by technology new. (W4,W5,O2,O4) 4. Utilization strategy digital technology for increase promotions and product branding (W1,O2,O3,O4,)
Threats (T)	Strategi S-T	Strategi W-T
1. Competition conditions are too tight 2. Consumers' bargaining position is high 3. Decrease in consumer purchasing power 4. The weather is always changing 5. Raw material stock capacity is not continuous	6. Improve quality product to face fierce competition and power consumer bargain tall. (S1,S3,S5,T1,T2) 7. Differentiation strategy based on product quality with cost control product to improve consumer purchasing power. (S1,S2,T1,T3,)	8. Comprehension Strategy Customer Needs in order to Improving Quality Products.(W4,W5,T2,T3) 9. Development strategies human resources and increased competitiveness in amidst intense competition and consumer's bargaining position high,(W5,T1,T2)

Sumber analisis data primer hasil penelitian (2024)

The results of the SWOT matrix can be concluded that there are alternative strategies that can be implemented by Bunga Melati WFG in business development which is analyzed using the I-E matrix (Fig. I). The alternative strategy produced by Bunga Melati WFG is 1. Utilizing product diversity and superior quality to expand the scope of product promotion and branding. 2. Study new technological developments to improve

efficiency and product quality. 3. Improving the quality of human resources through training and education programs to understand business administration management and also online marketing supported by new technology. 4. Strategy for using digital technology to increase product promotion and branding. 5. Improve product quality to face tight competition and high consumer bargaining power. 6. Product quality-based

differentiation strategy by controlling product costs to increase consumer purchasing power. 7. Strategy for understanding customer needs in order to improve product quality. 8. Strategy for

developing human resources and increasing competitiveness amidst intense competition and high consumer bargaining power.

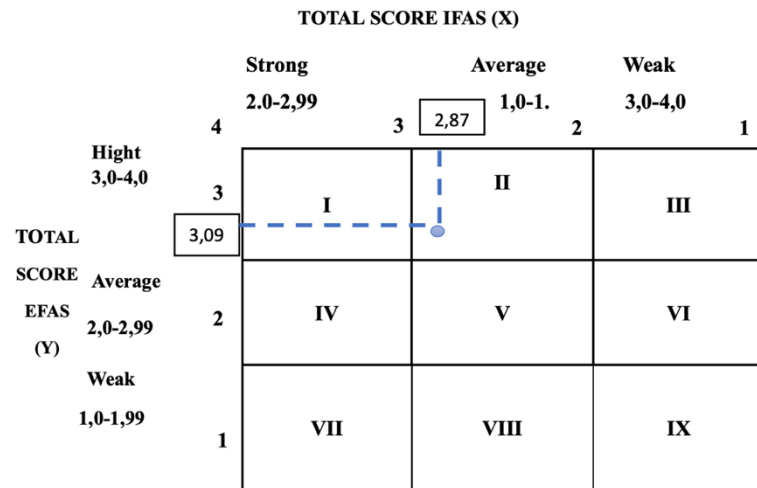


Fig. 1 Internal-External Matrix of Bunga Melati WFG in Bunutin Village, Bangli District, Bangli Regency.

3.3 Analysis QSPM (Quantitative Strategic Planning Matrix)

QSPM (Quantitative Strategic Planning Matrix) is a strategic analysis tool used in strategic planning to evaluate and compare various alternative strategies. The results of QSPM WFG Jasmine Flowers can be seen in Table IV. Based on QSPM analysis, the strategy of utilizing digital technology to increase product promotion and branding is the most recommended strategy for Bunga Melati WFG. Bunga Melati WFG must actively and planfully

use various digital platforms to reach a wider market and build a strong brand image. The strategic key for Bunga Melati WFG to optimize market potential and strengthen their position in the agricultural industry is by utilizing various digital platforms such as social media (Facebook, Instagram, Twitter), digital advertising platforms (Google Ads, Facebook Ads), as well as creative content such as attractive images, videos and text, WFG can create effective promotional campaigns and attract the attention of potential consumers.

TABLE IV
QSPM Matrix of Bunga Melati WFG in Bunutin Village, Bangli District, Bangli Regency.

No	Strategic Factors	Weight	Alternative strategies							
			ST 1		ST 2		ST 3		ST 4	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS

STRENGTH										
1	Has a strategic location	0,09	3	0,28	3	0,28	2	0,18	3	0,28
2	Diverse product advantages	0,11	1	0,11	1	0,11	3	0,32	4	0,43

3	Quality product excellence	0,11	4	0,44	2	0,22	4	0,44	4	0,44	
4	Have a good reputation	0,08	1	0,08	4	0,30	3	0,23	4	0,30	
5	Prices are very affordable and in accordance with the quality	0,12	2	0,23	3	0,35	3	0,35	3	0,35	
WEAKNESS											
6	Do not yet understand business administration management	0,10	2	0,19	2	0,19	3	0,29	4	0,39	
7	High marketing costs	0,12	4	0,48	2	0,24	2	0,24	4	0,48	
8	Lack of work motivation	0,11	2	0,21	2	0,21	4	0,42	2	0,21	
9	Not yet doing online marketing	0,07	2	0,15	1	0,07	4	0,29	4	0,29	
10	The quality of human resources is still low	0,10	2	0,21	2	0,21	2	0,21	2	0,21	
OPPORTUNITY											
1	Collaboration with partners	0,09	3	0,28	3	0,28	4	0,38	3	0,28	
2	Increasing business development through training and education	0,11	3	0,34	4	0,46	3	0,34	4	0,46	
3	Strengthen promotion and branding	0,11	3	0,34	3	0,34	4	0,45	1	0,11	
4	New technological developments	0,10	3	0,31	3	0,31	2	0,21	3	0,31	
5	Changes in consumer preferences (trends).	0,08	3	0,23	4	0,30	3	0,23	3	0,23	
THREAT											
6	Competition conditions are too tight	0,09	3	0,28	4	0,38	2	0,19	2	0,19	
7	Consumers' bargaining position is high	0,10	2	0,20	3	0,30	2	0,20	2	0,20	
8	Decreasing Consumer Purchasing Power	0,11	4	0,45	3	0,34	2	0,23	2	0,23	
9	The weather is always changing	0,11	3	0,33	3	0,33	2	0,22	2	0,22	
10	Raw material stock capacity is not continuous	0,08	2	0,16	2	0,16	4	0,33	4	0,33	
Total score				5,30	5,38	5,74	5,92				
Rating				5	4	2	1				

No	Strategic Factors	Weight	Alternative strategies							
			ST 5		ST 6		ST 7		ST 8	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS
STRENGTH										
1	Has a strategic location	0,09	2	0,18	4	0,37	2	0,18	1	0,09
2	Diverse product advantages	0,11	3	0,32	3	0,32	1	0,11	4	0,43

3	Quality product excellence	0,11	2	0,22	3	0,33	2	0,22	2	0,22
4	Have a good reputation	0,08	4	0,30	2	0,15	2	0,15	3	0,23
5	Prices are very affordable and in accordance with the quality	0,12	2	0,23	4	0,47	1	0,12	4	0,47
WEAKNESS										
6	Do not yet understand business administration management	0,10	2	0,19	2	0,19	1	0,10	2	0,19
7	High marketing costs	0,12	4	0,48	2	0,24	3	0,36	2	0,24
8	Lack of work motivation	0,11	4	0,42	3	0,32	1	0,11	2	0,21
9	Not yet doing online marketing	0,07	4	0,29	4	0,29	3	0,22	2	0,15
10	The quality of human resources is still low	0,10	4	0,42	3	0,31	1	0,10	4	0,42
OPPORTUNITY										
1	Collaboration with partners	0,09	2	0,19	2	0,19	3	0,28	2	0,19
2	Increasing business development through training and education	0,11	3	0,34	3	0,34	4	0,46	2	0,23
3	Strengthen promotion and branding	0,11	3	0,34	2	0,22	3	0,34	2	0,22
4	New technological developments	0,10	2	0,21	2	0,21	4	0,42	3	0,31
5	Changes in consumer preferences (trends).	0,08	2	0,15	3	0,23	3	0,23	2	0,15
ANCAMAN										
7	Competition conditions are too tight	0,09	2	0,19	2	0,19	3	0,28	2	0,19
8	Consumers' bargaining position is high	0,10	4	0,40	2	0,20	4	0,40	2	0,20
8	Decreasing Consumer Purchasing Power	0,11	3	0,34	2	0,23	4	0,45	4	0,45
9	The weather is always changing	0,11	2	0,22	2	0,22	3	0,33	2	0,22
10	Raw material stock capacity is not continuous	0,08	2	0,16	2	0,16	3	0,25	3	0,25
Total score				5,60	5,18	5,09	5,05			
Rating				3	6	7	8			

Source of primary data analysis for 2024 research results

Information :

AS = Attractiveness score

TAS = Total Attractiveness score

ST = Strategy

4. CONCLUSIONS

1. Bunga Melati WFG has a total IFAS score of 2.87, Bunga Melati WFG is in a fairly stable condition and is not too risky, in a moderate internal position and an IFAS score of 2.87 indicates Bunga Melati WFG is in a fairly stable condition, no too risky and in the medium category.
2. Alternative strategies produced by Bunga Melati WFG are 1. Utilizing product diversity and superior quality to expand the scope of product promotion and branding. 2. Study new technological developments to improve efficiency and product quality. 3. Improving the quality of human resources through training and education programs to understand business administration management and also online marketing supported by new technology. 4. Strategy for using digital technology to increase product promotion and branding. 5. Improving product quality to face tight competition and high consumer bargaining power. 6. Product quality-based differentiation strategy by controlling product costs to increase consumer purchasing power. 7. Strategy for understanding customer needs in order to improve product quality. 8. Strategy for developing human resources and increasing competitiveness amidst intense competition and high consumer bargaining power.
3. The priority strategy determined for Bunga Melati WFG resulting from analyzing the QSPM obtained the highest score of 5.92, the fourth

strategy is the strategy of utilizing digital technology to increase product promotion and branding. Applying this strategy effectively, Bunga Melati WFG can increase promotion Bunga Melati WFG products and reach more potential customers online.

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