

Strategy Business Based on Analytical Hierarchy Process and Tows Matrix: Case from Customer Preference in Wedding Photography

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ABSTRACT

The Indonesian wedding industry is currently a very big business. Every year, more than two million people get married in Indonesia. The average invitation for each wedding party is around 500 people. While the funds needed are around Rp 300 million, almost five times the average annual opinion of Indonesians. From the research data above, it can be concluded that the market for wedding industry, both photography, wedding organizer and so on is a big and promising industry. There is a large market, especially in Indonesia. The aims of the research are to know how to preference of customer in choosing wedding photography to get those market. Method of this research using AHP analysis and TOWS matrix analysis to get the correlate strategy business from the respondent also from the internal and external factor of company capabilities. Although there is an AHP application for selecting wedding photography criteria, use Expert Choice software. We report our findings and our insights, together with the results of sensitivity analysis. To carry out the AHP approach, this research needs to determine what criteria and alternatives will be included. From previous research, consumer perceptions of wedding photography and certain aspects that they think are very necessary in marriage photography. Conclusion from this research, are people tent to sensitive in price and package that been offer from the vendor, that is the most important factor on them in choosing wedding photography. After evaluating AHP results about what aspects are important in wedding photography, the results are utilized as a business strategy of Natura Project in determining future steps and becoming an evaluation of the company itself.

Keywords: *process of hierarchy analysis, consumer preference, business strategy, Expert Choice, wedding photography, Natura Project*

1. INTRODUCTION

Marriage is a sacred moment that everyone hopes is only carried out once in their lifetime. So almost everyone wants the best packaging. Moreover, the reception will be enough to describe their image and family to the invitation. For those who make luxurious and beautiful weddings, the goal is now only one: to have a stock of wedding photographs that are cool and then uploaded to Instagram.

Indonesia wedding party industry nowadays are very huge business. Every year, more than two million people get married in Indonesia. The average invitation for each wedding party is in the range of 500 people. While the funds needed are around Rp. 300 million, almost five times the average number of annual opinions of Indonesians. But, 500 invitations were not high numbers. It's normal for Indonesian size. Some traditional wedding customs are used to inviting thousands of people and lasting for several consecutive days.

This means documentation of the days leading up to wedding, the various ethnic rituals involved, the wedding day itself and even the post-wedding days, when couples take their first steps into the world of marriage. The cost can range from Rp 10 million to Rp 80 million (\$1,200 to \$9,400) depending on the team's experience, reputation and what is included in the package. With the nominal like that industrial wedding photography is very large and becomes a something tempting for lovers of photography hobby to make their interests into something that is useful and can get income in return.

From the research data above can be concluded that the market for industrial wedding both photography, wedding organizer and so on is a big and promising industry. There is a large market, especially in Indonesia. with that the author hopes to find the right strategy to increase sales and business activities seen from the characteristics of customer preference in Indonesian society related to the wedding industry especially in photography

Company History

Founders have a camera and passionate in doing photography. The founders love to travelling and taking photo also video and posting it on social media such as Instagram and Facebook. Many likes and comment that said the photo is good the video also great. The founder wants to make something bigger, that can make the passion about photography are useful and make a money.

Scope of Business

Natura Project business core are in wedding and prewedding photography, with conceptual and natural character of the output. Company become services business that could make the concept of the client come true, make a good documentation on client’s special day, get a lot of channel from linear wedding business such as Wedding Organizer, Make Up Artist, and Vendor Venue. This could be revenue stream from other way.

Business Issue

From its research, there are so many competitive businesses in this industry, there are many competitors with their character and strategy. Mostly the newbie vendor or new comer vendor most likely have inconsistency customer, because of low in awareness and experience yet. Doesn’t have effective strategy adjustment on their market, doesn’t know character of the market yet. The vendor doesn’t know yet where their position to get the market.

Research Objective

The objectives of the thesis are:

1. To analyze customer behavior on wedding photography
2. To discover the best strategy of Natura Project as differentiation in order to have great strategy based on customer behavior
3. Create implementation of business strategy for Natura Project to improve its business performance

Research Limitation

The findings of our study need to be considered in light of the following limitations. First, the study was conducted in a few city and direct contact between Natura Project and client subject was limited. Market research on customer behavior at any range will be the limitation also. The characteristic of the object research will be considered as targeting market of Natura Project should focus.

2. METHODS

2.1 Learning Organization

Conceptual Framework

Conceptual framework is an analytical tool used to make conceptual distinctions and organize the ideas to solve the issues. The conceptual framework in Figure 1 consist of analysis data, concepting and find a path that with solve the business issues based on research to get a new business strategy output based on customer behavior.

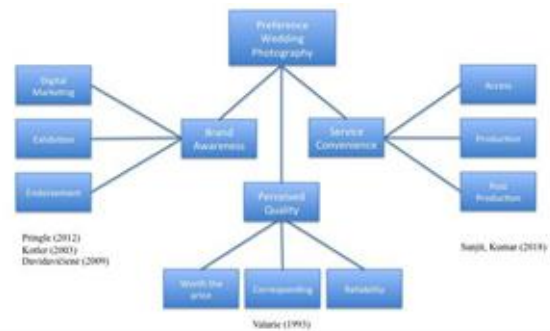


Figure 1 Conceptual Framework

Research Methodology

This research adopted market survey tools, literature studies and analysis tools as research methodology. The research methodology is to explore business issue through internal and external analysis. Market survey tools from this research is AHP analysis and application on choosing strategy alternative with Expert Choice Analysis, also in order to know internal and external analysis using TOWS Matrix to get best capabilities of the company itself.

AHP Analysis

The purpose of using AHP Analysis to define customer preference because by using pairwise comparisons we could understand the terms of preference differences between pairs of alternatives. Furthermore, The Analytic Hierarchy Process (AHP) developed by Saaty [1], has been studied extensively and used in almost all the applications related with multiple criteria decision making (MCDM) in the last 20 years. It is concerned with a model that reflects the decision problem’s major components (such as decision criteria) and their interconnections (such as comparisons with each other).

These criteria have been approved from questionnaire to the 84 people of age range from 20-26 years old, the result says 77 people prefer that criteria brand awareness, perceived quality and service convenience are the important aspect in choosing wedding photography, while the 7 people agree that were not important aspect. As the result can be seen on the appendix.

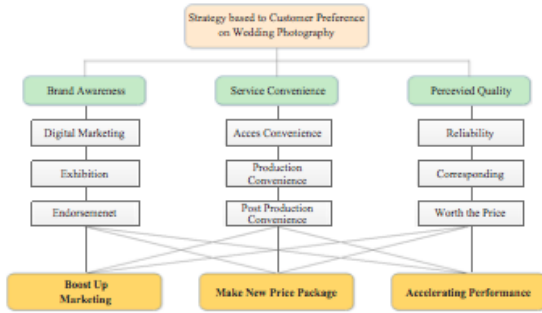


Figure 2 Decision Hierarchy for Strategy on Wedding Photography

The hierarchies created to define the attributes for selecting preferred on wedding photography. The top level was the selection goal which is consumer preference for wedding photography. The second level comprised the selection criteria is the three factor that affect most of the choosing wedding photography which are brand awareness, service convenience, perceived quality. The third level are the sub-criteria that include in every each of criteria that have to do increasing the criteria itself. Brand awareness including digital marketing, endorsement, exhibition. Service convenience including access convenience, production convenience, post-production convenience. Perceived quality including reliability, corresponding, worth the price. The fourth level are alternative to choose strategy to fulfill the customer preference on wedding photography such as boost up marketing, make new price package, and accelerating performance.

Table 1 The AHP Pairwise comparison scale

Given Values (1-9)		Explanation
1	Equal	Both alternatives have equal importance
3	Moderate	One of the alternatives is slightly more important than the other
5	Strong	One of the alternatives is judged as strongly more important than to others
7	Very Stron	One of the alternatives is judged as very strongly important compared to the other.
9	Extreme Imporance	One alternative is strictly superior to the other one.
2,4,6,8	Intermediate Values	Used for compromised judgments when necessary.

Circle one number per row below using the scale :
1=Equal 3=Moderate 5=Strong 7=Very Strong 9=Extreme

(A) Boost Up Marketing	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(B) New Price & Package
(A) Boost Up Marketing	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Accelerating Performance
(B) New Price & Package	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Accelerating Performance

Source: Saaty [1]

The relative importance of the criteria was rated by the nine-point scale proposed by Thomas Saaty [1], as shown in Table 1, which indicated that the level of relative importance from equal, moderate, strong, very strong, to extreme level by 1, 3, 5, 7, and 9, respectively. The intermediate values between two adjacent arguments are represented by 2, 4, 6, and 8.

To analyses the survey findings, the judgment matrices were pairwise compared and computed via the use of commercial software packages (Expert Choice TM). The local priority weights of all main criteria were first calculated, and then combined with all successive hierarchical levels in each matrix to obtain a global priority vector.

Figure 3 show AHP matrix questionnaire for determining which factor is more important between the 6 factors that affect interior design style, the selected respondent will rank and weight each factor comparison and then calculated as a judgment. These are examples of AHP Questionnaire from Criteria.

Compare the relative importance with respect to Goal : Strategy for Customer Preference on Wedding Photography

Circle one number per row below using the scale :
1=Equal 3=Moderate 5=Strong 7=Very Strong 9=Extreme

(A) Brand Awareness	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(B) Service Convenience
(A) Brand Awareness	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Perceived Quality
(B) Service Convenience	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Perceived Quality

Figure 3 AHP Questionnaire- Criteria

2. AHP Matrix Comparison - Sub Criteria

Compare the relative preference with respect to: (A) Brand Awareness

Circle one number per row below using the scale :
1=Equal 3=Moderate 5=Strong 7=Very Strong 9=Extreme

(A) Digital Marketing	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(B) Exhibition
(A) Digital Marketing	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Endorsement
(B) Exhibition	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Endorsement

Compare the relative preference with respect to: (B) Service Convenience

Circle one number per row below using the scale :
1=Equal 3=Moderate 5=Strong 7=Very Strong 9=Extreme

(A) Access Convenience	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(B) Production Convenience
(A) Access Convenience	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Post Production Convenience
(B) Production Convenience	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Post Production Convenience

Compare the relative preference with respect to: (C) Perceived Quality

Circle one number per row below using the scale :
1=Equal 3=Moderate 5=Strong 7=Very Strong 9=Extreme

(A) Reliability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(B) Corresponding
(A) Reliability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Worth the Price
(B) Corresponding	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	(C) Worth the Price

Figure 4 AHP Questionnaire – Sub Criteria Table

Figure 4 show sub criteria correlating with criteria that have shown in Figure 3, the sub criteria are implementation from criteria, in order to understand what of strategy that will correlative with customer preference the researcher accompany the respondent and explain this correlation.

TOWS Matrix

SWOT analysis is the most popular method that evaluates the four elements (Strength, Weakness, Opportunity, Thread) of a project or business organization. This method scans both demand (external) and supply (internal) side. Regardless of these advantages of SWOT, the use of traditional SWOT analysis has no mean of forming the significance of each SWOT factor [2]. It will be hard to evaluate the most impacting factors in decision making process.

TOWS Strategic Alternatives Matrix

	External Opportunities (O) 1. 2. 3. 4.	External Threats (T) 1. 2. 3. 4.
Internal Strengths (S) 1. 2. 3. 4.	SO "Maxi-Maxi" Strategy Strategies that use strengths to maximize opportunities.	ST "Maxi-Mini" Strategy Strategies that use strengths to minimize threats.
Internal Weaknesses (W) 1. 2. 3. 4.	WO "Mini-Maxi" Strategy Strategies that minimize weaknesses by taking advantage of opportunities.	WT "Mini-Mini" Strategy Strategies that minimize weaknesses and avoid threats.

Figure 5 TOWS Matrix Framework

The SO strategies use the internal strength to take advantage of external opportunities (ideal case) and the WO strategies aim at improving internal weakness by taking advantage of external opportunities. On the other hand, ST strategies utilize the internal strength in order to avoid or reduce the effects of external threats whereas WT strategies are defensive tactic directed at reducing internal weakness and avoiding external threats. The primary advantage of this approach is the influence of prioritized internal and external factors embedded in alternatives strategies. The main disadvantages of the TOWS matrix are that certain combinations are not considered such as SW or OT.

TOWS analysis is doing on this research to connect the internal and external analysis in the company itself. From the internal analysis the researcher can find out about the strength and weakness to build strategy that has to be arrange to maximize the capabilities of the strength that company have and prevent problem that can appear because of the weakness that company have. Also, from the external analysis the researcher can find out about the opportunities and threats of the wedding industry in general and competitor of the company.

3. RESULTS AND DISCUSSION

To determine the business solution, several alternatives are developed to be then analyzed in determining one optimal solution for the Natura Project business issue. Author may not necessarily analyze the solution alternatives one by one, but it could directly on business solution.

Table 2 Weigh for Criteria – Alternative

Strategy Consider	Boost Up Marketing	New Price & Package	Accelerating Performance
Brand Awareness (Digital Marketing) 0.480	1	0.129	0.14
Brand Awareness (Exhibition) 0.184	0.155	1	0.167
Brand Awareness (Endorsement) 0.282	1	0.129	0.936
Service (Access Convenience)	1	0.362	0.344
0.270			
Service (Production Convenience) 0.318	0.135	0.129	1
Service (Post Production Convenience) 0.412	0.141	0.123	1
Quality (Reliability) 0.391	0.171	0.158	1
Quality (Corresponding) 0.245	0.153	1	0.146
Quality (Worth the Price) 0.364	0.134	0.968	1
Total	4	4	6

After calculating the total weight for every alternative strategy based on customer by AHP analysis, the consistency ratio for all criteria were calculated as shown in Table 2 respectively. It is clearly that consistency ratio are less than 10% (0.1). The show details of every weight and consistency ratio toward criteria and goal were attached on appendix.

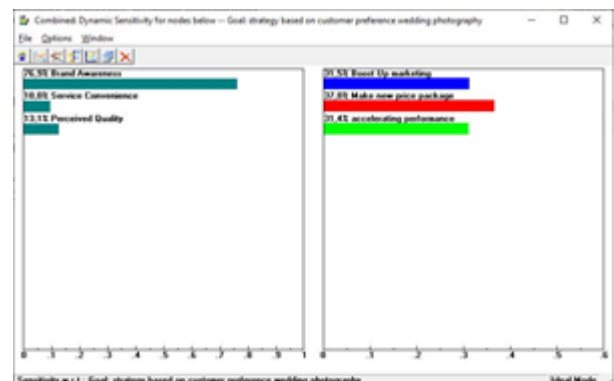


Figure 6 Dynamic Sensitivity Graph

Findings relating to relative importance of selection alternative and criteria are summarized in the dynamic sensitivity graph. From the figure above the total weight for New Price and Package is the highest compare with 2 others alternative, but the different is not pretty much. The purpose of the analysis is for knowing best strategy on customer

preference. By this reason, brand awareness is best concerned and New Price, Package would be the most appropriate for this analysis.

Comparing the three-strategy alternative based on customer preference there are no big different as seen on appendix Figure 6, it means there are all important to be considered and applicable to getting market based on customer behavior. Ranking result from AHP analysis for criteria, the most preferred criteria is brand awareness, the second is perceived quality and the last is service convenience. Furthermore, these criteria are considered when make vendor photography and also important aspect to get a market on wedding photography industry.

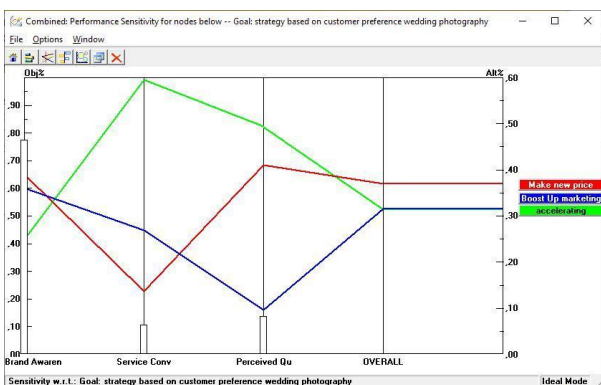


Figure 7 Performance Sensitivity Graph

The figure 7 above shows us the performance sensitivity graph of the 3 alternatives toward 3 criteria customer preference on wedding photography. The graph above explain how the three criteria factors affect the three alternatives, all the weight and ranking is summarize on down point below:

Boost Up Marketing (31,5 %)

Boost up marketing is the second best compare the last alternative, but the different are only 0,1%. The weight has a little different because marketing and quality is like equal important aspect on wedding photography. From the figure 3.7 above as we seen brand awareness become a more concern in photography wedding, it is mainly because social media like Instagram has become platform that use the most to showing their photography things like wedding photography. Brand awareness could increase by boost up marketing alternative.

From appendix as we seen sub criteria brand awareness, digital marketing (0,788) have the highest weight to boost up marketing, this is mainly because on this digital era and millennials people are connecting to internet. Exhibition (0,117) are not really important on alternative boost up marketing, because people goes to exhibition surely looking

for cheap price and have main purpose why the people come to the exhibition, doesn't really need marketing. While endorsement (0,484) have to applicate the boost up marketing and get the brand awareness of the criteria in wedding photography. Secondly service thing, access convenience (0,586) have best score to applicate boost up marketing, because when the marketing goes well people tent to access our vendor and ask for production. Production (0,107) and post production (0,112) service are not applicative on boost up marketing because it will go automatically when access goes well. And the third aspect Perceived quality, all the sub-criteria have the lowest to applicate the boost up marketing because it doesn't correlate.

Make New Price and Package (37,0%)

The new price and package have the most preferred and highest weight on alternative as customer preference in wedding photography. That is mainly because the extreme respondent who have married and will marry soon are consider about the price very much, as we know marriage now become trend and prestige, that have a lot of cost. Not only photography or documentation, but also decoration, catering and so on.

From appendix as we seen sub criteria from brand awareness -exhibition score the highest as most preferred aspect to applicate the new price and package (0,757) the logic is customer go to exhibition want a cheap price with a lot of choice in one place. When the other sub-criteria brand awareness-digital marketing (0,102) and brand awareness-endorsement (0,062) are not really correlate and applicative in make new price and package. Secondly from aspect service convenience, the access convenience as the highest score and preferred to applicate the new price package, this mainly because when price that offer is fit with budget the access become more easily in agreed for next step of production service. It mainly because when the price doesn't match with the budget, the production process (0,102) and post production (0,097) process will not operate. And the third aspect is perceived quality, reliable (0,119) is measure by how the vendor keep consistent with their picture quality are not correlate with new price and package, the highest score and preferred to applicable is corresponding (0,770) measure by the package that will the customer get and what the customer get, so price and package are sure the best option on this quality alternative.

Accelerating Performance (31,4%)

Accelerating performance is the last alternative that considered as business strategy based to customer preference, it has a little weight different from boost up marketing with 0,1%. Accelerate performance also

importance same as marketing, with a bad performance it will be useless on boost up the marketing, it has positive correlation. That is why both of these alternatives have a little different. Performance means increasing the internal and external including quality, gear, internal team and so on.

From appendix as we seen sub criteria from brand awareness- endorsement score the highest weight for applicate the accelerating performance strategy with (0,453). Endorsement needs great performance to show professionalism and show capabilities of the brand itself. In the service convenience aspect, sub-criteria production and post production have the same score (0,791). It is mainly because when doing production and post production, performance is impacting the most of both of those. While in the quality criteria, reliability is the highest score with (0,752) for accelerating performance. Reliability is measure by quality output compare with portfolio the vendor has, if the performance is bad reliability also does the same.

From all the analysis of every alternatives above, the researcher is coming to a conclusion that New Price and Package is the most preferred among the other strategy above. The AHP matrix resulted that new price & package is appropriate for further analysis and could be applied to the proposed solution. However, there is second and third alternative that we could also considered into the proposed solution. Both of second and third alternative are important, if it look from the weight and score. New price and package only part of step alternative that will market consider, but both of marketing and performance are strategy that must have and also considering to get a market.

The researcher considers these two strategies as an alternatives solution or result which get through to the main result. Because, there is some criteria on boost up marketing and accelerating performance that is more likely have the same score with new price and package. In order to formulate a business strategy, the main result and the two alternatives are needed.

TOWS Matrix Result

TOWS Matrix Analysis was introduced by Heinz Weilrich, a Professor of Management from University of San Francisco, is a conceptual framework that helps in finding the most efficient actions. It is a method of the strategic analysis process, involving systematic and comprehensive assessment of external and internal factor that determine current competitive position and growth potential of the company.

Business Solution

The proposed solution is concluded to solve the business issue through the current existing company in order to help the company growth and development. The solution is issued that found from AHP Analysis and TOWS Matrix Analysis.

Table 3 TOWS Matrix Analysis

	External Opportunities	External Threats
	<ul style="list-style-type: none"> -Jember were not competitive as Surabaya and other urban cities, there will be a lot of opportunities to growth -Wedding is a sacred ritual thing for people and need perfect documentation 	<ul style="list-style-type: none"> -Right now business wedding photography are famous among photographer -The vendor that called "old player" has been connect with other wedding vendor to get awareness on their market -Entering a new market industry as new player are challenging thing
Internal Strength	SO Strategy	ST Strategy
<ul style="list-style-type: none"> -Has a solid team with one vision and goals -Fast learning and adapt easily -New player that can disrupt with weakness of the competitor 	<ul style="list-style-type: none"> -Get a market with collaboration and digital marketing to boost up awareness Make a lot of bonus in the package to Make The client happy and the vendor get The awareness 	<ul style="list-style-type: none"> -Make differentiate package and price that fits low market and high market -Show fresh character of tone photography that fits instagram millenials -Make a lot of network and connection with wedding vendor industry
Internal Weakness	WO Strategy	WT Strategy
<ul style="list-style-type: none"> -Lack of internal member team to growth -Dependence on outsource, such as freelance 	<ul style="list-style-type: none"> -Build internal teammate that have a same vision and mision 	<ul style="list-style-type: none"> -Offering low price package with low quality output -Make a breakthrough with endorsement

New Price & Package

From AHP Analysis above as we seen also on Figure 3.7 and Figure 3.8, the conclusion of the analysis of respondent, people tent to sensitive about the price and package that offer to make a decision on using the wedding photography service. New Price and Package is the highest score on Performance Sensitivity Graph and Dynamic Sensitivity Graph, it means respondent think of price and package on many aspect sub-criteria of Brand Awareness, Service Convenience and Perceived Quality.

For fulfil the respondent from AHP Analysis Natura Project made decision on making new price and package with combination on below:

Table 4. Price List Natura Project

Engagement		
Photography	5 Hours Coverage	Rp 3,500,000
	1 Photographer	
	○ Edit 50++	
	1 Assistant	
	Album	
Videography	5 Hours Coverage	Rp 3,500,000
	1 Videographer	
	○ 1 Minute Teaser	
	○ 5 Cinematic Video	
	1 Assistant	
Combo	8 Hours Coverage	Rp 5,000,000
	1 Photographer	
	○ Edit 50++	
	1 Videographer	
	○ 1 Minute Teaser	
	○ 5 Cinematic Video	
	1 Assistant	
	Album	
	○ 20 x 30 Album (20 Pages)	
	○ Printed + Frame	
Wedding		
Photography	- 1 Day Coverage	Rp 7,000,000
	- 2 Photographer	
	○ Edit 250++	
	- 1 Assistant	
	- Album	
Videography	- 1 Day Coverage	Rp 7,000,000
	- 2 Videographer	
	○ 1 Minute Teaser	
	○ 5-8 Cinematic Video	
	- 1 Assistant	
Combo	- 1 Day Coverage	Rp 12,500,000
	- 2 Photographer	
	○ Edit 350++	
	- 2 Videographer	
	○ 1 Minute Teaser	
	○ 5-8 Cinematic Video	
	- 1 Assistant	
	- Same Day Edit for Akad	
	- Album	
	○ 30 x 30 Wedding Book (60 Pages)	
Prewedding / Post Wedding		
Photography	- 5 Hours Coverage	Rp 5,000,000
	- 1 Photographer	
	○ Edit 80++	
	- 1 Assistant	
	- Album	
Videography	- 5 Hours Coverage	Rp 5,000,000
	- 1 Videographer	
	○ 1 Minute Teaser	
	○ 5 Cinematic Video	
	- 1 Assistant	
Combo	- 8 Hours Coverage	Rp 8,000,000
	- 1 Photographer	
	○ Edit 80++	
	- 1 Videographer	
	○ 1 Minute Teaser	
- 1 Assistant		
- Album		
○ 30 x 30 Album (20 Pages)		
○ Printed + Frame		
- All Files in USB Drive		

Natura Project also make the Ala' Carte Price Package, so the customer could choose what is needed and what is not, listed down below:

So, it will make customer easier to choosing their needs, this method hopefully make Natura Project could reach low

market with minim budget, and high market who doesn't want to complicated could choose the package that has been offering by Natura Project.

Table 5. Pricelist Ala Carte Natura Project

Information	Price	
Time Covering	. 3 hours	Rp 1000000
	. 5 hours	Rp 1250000
	. 8 hours	Rp 1500000
	. 1 day coverage	Rp 2000000
Personal Member	. 1 photographer & videographer	Rp 2000000
	. 2 photographer & videographer	Rp 4000000
	. 3 photographer & videographer	Rp 6000000
Edited Photos	. 60 edited photos	Rp 600000
	. 80 edited photos	Rp 800000
	. 100 edited photos	Rp 1000000
	. 250 edited photos (wedding)	Rp 1250000
	. 350 edited photos (wedding)	Rp 1500000
Edited Video	. 1 minute	Rp 350000
	. 3 minute	Rp 500000
	. 5 minute (wedding)	Rp 1000000
	. 8 minute (wedding)	Rp 1250000
Post Production	. Album 30x30 20 pages	Rp 325000
	. Album 30x30 50 pages (wedding)	Rp 700000
	. Album 30x30 80 pages (wedding)	Rp 1000000
	. Album Grup Photos (wedding)	Rp 750000
	. Frame 4R	Rp 30000
	. Frame 8R	Rp 50000
	. Frame 16R	Rp 1250000
. Frame 20R	Rp 400000	

Table 6. Schedule of Action Plan

No	Strategy	Detailed Action	Month														
			1	2	3	4	5	6	7	8	9	10	11	12			
1	Marketing boost up	Digital Marketing															
		Collaboration with other wedding vendor															
		Exhibition															
2	Price & Package	Endorsement															
		Research Competitor															
		Make a new price & package															
3	Accelerating Performance	Promotion															
		Recruting Freelance on project															
		Buy a new gear															
		Research printing and other post production vendor															

TOWS Analysis Solution

Based on the result of TOWS Matrix Analysis as seen on Table 3.3 the researcher lists several business strategies as alternative of business solution for Natura Project Wedding Photography as follow:

1. Developing internal company of Natura Project (fixed team member) and external company of Natura Project (build network and collaboration)
2. Set up or differentiate price and package that fits low and high market
3. Build a character and get awareness by boost up the brand of Natura Project

4. CONCLUSION

Based on the research activities result and proposed business solution that has been explained in the previous chapter, from the result of the AHP analysis the researcher concluded that customer consider are from the perceived quality also from the service convenience. Both of the criteria are important aspect to choose the wedding photography in a general, but in the decision phase or process until the order has made, price and package is a final decision to be consider whether it is doing an order or not. As we seen in a figure 3.8 in previous chapter it can concluded that make new price and package is the best option as the new strategy because customer preference in connecting and choosing correlate from the criteria and sub-criteria to the alternative that has been offer to the respondent. From the TOWS matrix analysis, the researcher concludes that the company that has lack of member team also still low in awareness and reputation must have strategy to get connect with other vendor wedding industry for long lasting sustainability business and get awareness from cooperation work in a project. In a case to get the market, company as new start-up has to give a lot of thing such as bonus in editing photo, more services or page album to make customer happy and make the 'word of mouth' marketing works.

Strategy Implementation Plan

Refer to new strategy business implementation, there are several steps that has fulfil to reach the main strategy implementation of Price & Package. The action plan is consisting of all the strategy program from customer behaviour which is mention on the previous chapter, the plan will be implemented within next 12 month. The timeline above shows a short term of strategy implementation plan that will be implemented by Natura Project within a year started from January 2019. The plans are tentative and flexible depend on the budget availability.

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