



Decoration Services Business Development Strategy on “Wedding Design Bogor”

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Abstract. Wedding Design Bogor (WDB) is a decoration design service business located in the city of Bogor. In addition to the decoration of the wedding event, there are other events such as proposals, birthdays, Thanksgiving, and others. Businesses engaged in the decoration sector generally have problems in responding to fierce competition between decoration businesses in the city/regency of Bogor. The purpose of this study identified internal and external factors in the Bogor Wedding Design decoration service business and formulated alternative strategies and priority strategies. The approach taken in this research is a qualitative approach using the SWOT and QSPM analysis methods. The data used are primary and secondary as well as techniques for data collection using a process of observation, interview, and documentation. The results of the first study on the IFE calculation obtained a total score of 2.80 that Wedding Design Bogor can use or use existing strengths and can minimize existing weaknesses. For the results of the second calculation on EFE, a total score of 2.53 was obtained, meaning that the company does not yet have a strategy to anticipate existing external threats. The third result in the IE matrix shows that Wedding Design Bogor is in cell V, namely Hold and Maintain or maintain and maintain. The fourth result is the QSPM analysis of developing decorations with new variations and innovations by mastering and utilizing technology by obtaining a TAS value of 7.33.

Keywords: Strategy Management · SWOT Analysis · QSPM Matrix

1 Introduction

Currently, the development of the Creative Industry in Indonesia is progressing and increasing and even growing every year. According to data from [1] since 2010 the GDP of the creative economy continues to increase, in 2016 it reached Rp922.59 trillion. The data shows that the Indonesian economy can compete and innovate with other countries. In this era of globalization, creativity is needed because of the fierce competition between businesses. This makes business people think creatively to ensure that the business can last a long time.

The Creative Industry is a way to surpass the era of the creative economy because the core of the creative economy is the creative industry which plays a role in carrying out the process of creation or utilization through research and development [2]. In the creative

industry, in addition to the form of product but also there is a form of service. According to Kotler and Keller, services are behaviors or actions based on the way of bidding from one party to another based on the non-occurrence of ownership of something or intangible such as products related to the physical or may also be unrelated [3]. According to the Central Statistics Agency (BPS), it shows that half of the Indonesian youth worked in the service sector in 2021, which is around 55.8%. The percentage of urban youth and rural youth is very different, namely, 66.5% compared to 41.27%, this means that urban youth prefer to work in the business field more than rural youth. In the youth, the industry business field works a total of 25.02%.

Decoration design services are one of the service fields related to the creative industry. Decorations have a role in some events, especially during weddings. Decoration has a role as one of the media that can shape an event and the creation of positive views that can affect the emotions of guests [4]. Some people's thinking has shifted to a more advanced or modern direction, resulting in people's lifestyles also changing. When people want to hold a wedding, they need a lot of time, from the initial planning to the preparation, and then they will prepare everything by themselves. But with the existence of decoration design services, the majority of the community has the view that it is indeed important to use decoration design services for sacred events such as weddings. The existence of a decoration vendor service business makes it easier for people to realize the desired wedding decoration, besides saving time and costs.

Based on this description, there are several opportunities for promising businesses, one of which is Wedding Design Bogor (WDB) which is a decoration design service business located in the city of Bogor. Wedding Design Bogor is a business engaged in decoration that has several problems in responding to the fierce competition between decoration businesses in the City/Regency of Bogor. When the decoration business begins to develop, it will attract other business actors to participate in the business field. This happened because of the increasing needs and demands of consumers after the Covid-19 pandemic. Each of these businesses must have the privilege to compete if the business succeeds in designing or implementing its strategy. Creating value in this business will create a competitive advantage that can occur if other competitors do not use the same strategy. To realize this desire, this business must identify or analyze the company's internal and external environment so that it can take regular action on company changes and can achieve the expected goals [5]. So this research uses Fred R. David's strategic management concept with the tool used is a SWOT analysis approach. SWOT analysis is carried out so that each target or desire of the company can be achieved in an effective way, such as by developing a company strategy. In its development, the company can evaluate internal environmental factors and external environmental factors [6]. In addition to identifying through analysis of the corporate environment, companies must have appropriate strategy-strategy so that they can compete with other companies [5].

By the back larger above, it can be concluded that by interpreting business strategies using a SWOT analysis approach, the Bogor Wedding Design company can apply as a basis for determining the strategy or steps to be taken to increase its value, the author takes the topic of: "BUSINESS DEVELOPMENT STRATEGY OF DECORATION SERVICES IN "Wedding Design Bogor".

2 Theoretical Foundations

2.1 Strategy Management

Strategic management according to Fred R. David (2008) is the science, art, and understanding to formulate, apply and evaluate cross-functional provisions or decisions that undertake a company to achieve its goals. According to Robinson Pearce said strategy management is a formulation of a strategy or action that can produce a plan or formulation and wrapping of plans to achieve the goals desired by the company [7]. As some of these definitions imply, strategy management aims to combine financial management, marketing, production, development, and computer information systems. Strategy management is used to determine the formulation, implementation, and ovulation of strategies.

2.2 Strategy Management Process

Several things in the strategic management process are needed, such as determining the vision and mission, and goals of the company as an answer to the strategic planning that has been formulated. By establishing strategic management as a framework to deal with existing problems, especially those related to competition [8]. There are several processes so that the strategy that has been channeled can be carried out effectively, so the strategy management process according to David, Fred R, (2009) revealed that it consists of three stages of the process, namely: formulation, implementation, and evaluation of strategies.

Strategy formulation is the first stage which includes activities to develop the company's vision and mission, determine and identify external factors and internal factors of the company, as well as decide on company goals for the long term, create alternative strategies for the company, and determine the priority or imitation strategies for use. Strategy formulation includes stages for how to expand operations, allocate resources, conduct mergers or joint ventures, or how avoid competition [8]. The second stage is the implementation of the strategy, which is a process where the company can determine the goals of the annual period, compile provisions or policies, motivate employees and distribute resources so that the strategies that have been formulated can be implemented. Strategy implementation is the process of forming an organizational structure, directing the marketing process, and connecting employee compensation with company performance [8]. The final stage is the evaluation of the strategy by which the manager is needed to know when his strategy is not playing a role correctly. Strategy evaluation is a tool for obtaining various information, various future strategies are under modification due to constantly changing internal and external factors. This evaluation strategy activity has three basic activities such as reviewing external and internal factors, measuring performance, and determining corrective actions [8].

2.3 SWOT Analysis

Rangkuti (2016) said that SWOT analysis is a strategic design or planning procedure that is applied to evaluate strengths, weaknesses, opportunities, and threats in an industry. This process relates goal setting from recognizing internal as well as external aspects.

A SWOT analysis is a tool for managers to improve the right strategy to experience competition. The purpose of determining the strategy used from the results of the SWOT analysis is the result of an alternative strategy to muffle a strategy that is the best [8].

A SWOT analysis can take into account external aspects (opportunities and threats) and internal aspects (strengths and weaknesses). External aspects, as well as internal aspects, want to be included in different matrices that are said to be external strategy aspects or EFE (External Factor Evaluation) as well as internal strategy aspects or IFE (Internal Factor Evaluation).

2.3.1 Internal-External Matrix (IE)

The Internal External Matrix (IE matrix) should be tried by including the standards used for internal and external aspects derived from the EFE and IFE matrices. The goal is to obtain a business strategy at a more specific level. For David [9] the concept of the IE matrix is broken down into 3 main divisions that have different strategic linkages. Initially, the divisions included in cells I, II, and IV are as developing and building (growth and build), are intensive strategies (market penetration, market development, and product development) or integrative strategies (integration backward, forwards, and horizontally). The second division is the part that is included in cells III, V, and VII as a hold and maintains strategy, which is a condition where the position must be maintained and maintained. The appropriate strategy is a strategy of market penetration and improving the product. For the third division, the divisions included in cells VI, VIII, and IX are harvest or divestment (Harvest or Dives Strategies), the strategy that can be used is a strategy of shrinking and trimming less profitable business units (Fig. 1).

According to Rangkuti, (2017) the swot matrix is one of the tools that can be used to formulate aspects of industrial strategy. This matrix can describe the external aspects as well as the internal aspects experienced and owned by the industry. This matrix can create 4 (four) strategic sets.

According to David [10], QSPM is an analytical method for formulating strategies to evaluate alternative strategies objectively, sourced from the internal and external aspects identified. QSPM calculations are based on inputs from external internal matrix weights and strategy tools. In concept, QSPM is a tool to ensure the relative attraction energy of various strategies based on internal and external aspects of success. One of the benefits of QSPM is that the strategy layer can be observed continuously, compiling strategies to include relevant internal and external aspects in the decision-making process. In

		IFE TOTAL SCORE			
		STRONG	MEDIUM	WEAK	
EFE TOTAL SCORE	STRONG	4,0	3,0	2,0	1,0
	MEDIUM	I	II	III	
	WEAK	IV	V	VI	
		VII	VIII	IX	

Fig. 1. IE Matrix (Source; Rangkuti 2017)

	<i>Strengths</i>	<i>Weakness</i>
<i>Threats</i>	<p>ST</p> <p>Capitalize on the potential to deal with threats</p>	<p>WT</p> <p>Minimize weaknesses to deal with threats</p>
<i>Opportunities</i>	<p>SO</p> <p>Capitalize on opportunities to seize opportunities</p>	<p>WO</p> <p>Overcome weaknesses to seize opportunities</p>

Fig. 2. SWOT Matrix (source: Rangkuti, 2015)

developing QSPM, it is necessary to make decisions that are as effective as making decisions so that the process can increase the probability that the decisions selected are good decisions for the industry [8] (Fig. 2).

3 Research Methods

This research uses a qualitative approach with SWOT and QSPM analysis methods. A qualitative approach is defined as research that has the aim of knowing the phenomena borne by the research subject, such as research on behavior, attitudes, motivations, perceptions, actions of the subject, and so on [11]. According to Rangkuti, SWOT analysis is a systematic identification of factors to formulate a company strategy [12]. This research was conducted at Wedding Design Bogor located in Bogor City, West Java. The determination of the location of the study was carried out intentionally (purposely) with the consideration that Wedding Design Bogor is one of the businesses that has successfully developed amid fierce competition in other decoration businesses. The study was conducted from May 2022 to November 2022.

This study uses primary and secondary data and the data collection technique stage uses a process of observation, interview, and documentation. The informants in this study are business actors, employees, government, customers, and decoration experts. To find out the condition of the company both internally and externally naturally and objectively can use the input stage (IFE and EFE Matrix), the matching stage (internal-external matrix), and the implementation stage (swot matrix and QSPM).

4 Results and Discussion

The results of interviews with several informants including the owner of Wedding Design Bogor, namely Mba Riska Vidya, obtained information about Wedding Design Bogor that not only wedding decorations but other events such as proposals, birthdays, thanksgivings, and others. In addition, there are various kinds of packages provided by Wedding Design Bogor such as Engagement Semi Custome Design, Engagement Design, Siraman Design, Recitation Design, Akad Custome Design, Akad Design, Classy Design, Tranquil Design, Clarity Design, Intimate Design, Simplicity Design and many more.

4.1 Input Stage

4.1.1 IFE Matrix Analysis

In this result, the input session consisting of the IFE matrix and EFE is the total score value on the matrix derived from the multiplication of weights and ratings of each internal strategic aspect, as well as external strategic (opportunities and threats) of Wedding Design Bogor. The results of the average score weight can be seen in the following table:

Based on the results of data processing in Table 1 of the IFE matrix analysis above, it can be seen that there are four strength factors and 4 weaknesses that Wedding Design Bogor has. The results of the data illustrate that the main strength of Wedding Design

Table 1. IFE Matrix Analysis

No	Internal Factors	weight	ratings	score value
	Strength			
1	Have the legality of a business or company that is well-known and has a good image	0.16	4.00	0.62
2	Has a unique, varied decoration and follows current trends	0.14	3.80	0.54
3	Provide maximum service and quality results as desired	0.16	3.40	0.53
4	Having human resources who master the field of decoration and professionals	0.15	3.20	0.48
	Weakness			
1	Limited area coverage	0.09	1.80	0.17
2	Lack of manpower due to limited ability	0.11	1.80	0.21
3	Less than optimal promotional activities	0.10	1.80	0.18
4	Lack of decoration design knowledge or reference	0.09	0.89	0.08
	Total IFEs	1		2.80

Bogor is having the legality of a business or company that is already known and has a good image that gets a score of 0.62. Meanwhile, the weakness that Wedding Design Bogor currently has is the lack of manpower due to limited abilities that get a score of 0.21. The IFE matrix produced by the total internal score obtained by Wedding Design Bogor, which is 2.80, shows that Wedding Design Bogor can use existing strengths and can overcome existing weaknesses.

4.1.2 EFE Matrix Analysis

Based on the results of data processing in Table 2 of the EFE matrix analysis above, it can be seen that there are four opportunity factors and four threat factors owned by Wedding Design Bogor. The results of the data give an idea that the total external score of Wedding Design Bogor is 2.53. The main opportunity of Wedding Design Bogor is the current technological progress with a score of 0.48. As for the threat faced by Wedding Design Bogor, the price of decorations from competitors is lower than the company's decoration with a score of 0.24.

4.2 Matching Stage

4.2.1 Internal-External Matrix

Based on Table 3, namely the results of matrix IE analysis, then from the total values of IFE and EFE Wedding Design Bogor, the value shows that it is in cell V with a maintain and maintain *strategy (Hold and Maintain)*. The strategy is appropriate for this area's strategy of market penetration and product development. Currently, Wedding Design Bogor must develop its business by increasing existing strengths and opportunities, and improving and minimizing weaknesses and threats that currently exist.

4.2.2 SWOT Matrix

The SWOT matrix is a formulation tool for determining strategic decisions to be taken based on logic to increase strengths and opportunities, but in addition, it can minimize weaknesses and existing threats. The following is the preparation of the SWOT matrix from Wedding Design Bogor:

a. S-O Strategy (*Strenght-Opportunities*)

- Developing decorate with new variations and innovations by mastering and utilizing technology (s2, s3, s4, o1, o2, o4)
- Improve and maintain the quality of services and services against the demand to build brand awareness. (S3, O1, O2, O4)
- Build a company's brand image to keep it competitive with other competitors (s1, s4, o1, o2,o3)

b. S-T Strategy (*Strenght-Threats*)

- Creating new trends to minimize the occurrence of plagiarism (s2, t2)

Table 2. EFE Matrix Analysis

No	External Factors	weight	ratings	score value
	Opportunity			
1	Current technological advances	0.14	3.40	0.48
2	There is a community need for decoration at all times	0.12	3.40	0.41
3	There is government support in the decoration business	0.11	3.20	0.35
4	Have loyal consumers who can play an important role in the loyalty of the business	0.13	3.20	0.41
	Threat			
1	The level of competition for decoration services is getting higher	0.13	1.80	0.24
2	The potential for competitors to imitate the decoration design concept	0.13	1.60	0.21
3	Prices for decorations from competitors are lower than the company's decorations	0.12	2.00	0.24
4	Unfavorable reputation for service and quality results from the decoration service business	0.11	1.60	0.18
	Total EFes	1		2.53

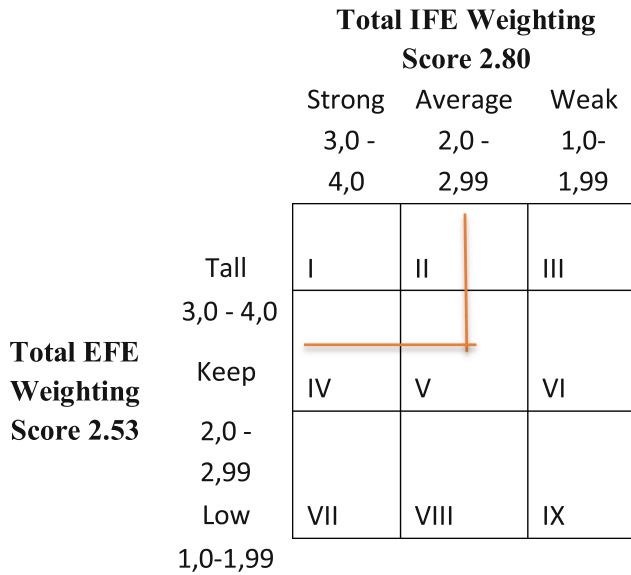
Source: Data processed, 2022.

c. W-O Strategy (*Weaknesses-Opportunities*)

- Organizing special training to improve the capabilities of human resources (W2, W4, O1, O2, O3)

d. W-T Strategy (*Weaknesses-Threats*)

Table 3. Internal-External Matrix



- Expanding business network and making improvements in promotional activities (w1, w3, t1, t3)
- Improve the quality of labor and maintain good relations with customers (w2, w3, t1, t2, t3, t4)

4.3 Decision Stage

4.3.1 QSPM (Quantitative Strategic Planning Matrix)

The QSPM matrix is the final stage in the analysis of strategy formulations that provide options for the most suitable priority strategy that the company will run. Based on the calculations made in the QSPM matrix, namely with the US value and TAS value, it provides a choice of strategies related to factors in the priority strategy, which will later be used as a suitable strategy for the company. The results of the QSPM matrix table show that the main priority strategy that must be carried out by Wedding Design Bogor is to develop decorations with new variations and innovations by mastering and utilizing technology with a TAS value of 7.33. This is very relevant to the current state of Weeding Design Bogor. The following are the results of the QSPM matrix assessment:

- 1) Develop decorations with new variations and innovations by mastering and utilizing technology, TAS value 7.33
- 2) Improve and maintain the quality of services and services to the needs of the community/consumers so as to create consumer confidence in the business, the value of TAS 7.30.
- 3) Improve the quality of labor and maintain good relations with customers, TAS value 7.26

- 4) Expanding business network and making improvements in promotional activities, TAS value 7.13
- 5) Creating new trends to minimize the occurrence of plagiarism, TAS value 7.02
- 6) Organizing special training to improve the ability of human resources, TAS value 6.90
- 7) Building the company's brand image to remain able to compete with other competitors, TAS value 6.62.

In the results of the assessment, it can be concluded that the strategy required by this company is intensive where the results of the strategy are related to market penetration and product development. So that it can be used as an assessment that the research carried out is the intention, not evaluation. In the resulting IE matrix calculation, that Wedding Design Bogor is in the position of Growth and Build, in this position the company needs a suitable strategy that is intensive and integrative for market penetration strategy and product development.

5 Conclusion

The results of the research that has been carried out are intended to identify and can be used as recommendations for appropriate strategies for business development through SWOT matrix analysis and QSPM matrix. Several analysis processes have been carried out and then produce several conclusions, namely as follows:

- 1) Based on the results of the internal factor research, the IFE score in this study was 2.80, which means that suggestions or recommendations for strategies that are feasible to carry out must always continue to develop and develop, namely by building a brand image and improving makeup decorations that continue to innovate various - such that the Bogor Wedding Design can be a special highlight according to and follow the enthusiasm of today's society.
- 2) For an EFE result of 2.53, where the position of the result is located in quadrant V, that is, it must be maintained. So the strategies that are suitable at this time are intensive (market penetration, market development, and product development) or integration (backward integration, forward integration, and horizontal integration).
- 3) The results obtained in the SWOT analysis on Wedding Design Bogor yielded seven alternative strategies, namely developing decorations with new variations and innovations by mastering and utilizing technology, improving and maintaining the quality of services and services to the needs of society/consumers to create a sense of consumer trust in the business held special training to improve human resource capabilities, created new trends to minimize plagiarism, built the company's brand image to remain competitive with other competitors, expanded business networks and made improvements in promotional activities, improved workforce quality and maintained good relations with the customer.
- 4) Based on the results of the Quantitative Strategic Planning Matrix (QSPM) create a priority strategy where the TAS value on the outgoing QSPM results will be a priority strategy. The priority alternative strategy is to develop decorations with new variations and innovations by mastering and utilizing technology with a TAS value of 7.33.

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