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Strategic Planning for Development of Kontak Andalan Bersama Ornamental Plant Cooperative

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Abstract

The Kontak Andalan Bersama Cooperative is a cooperative located in South Tangerang, with its main business being the ornamental plant business, seeking to further expand its business amidst intense competition. This study aims to (1) identify key internal and external factors within the Kontak Andalan Bersama Cooperative, (2) determine the cooperative's position, (3) formulate alternative strategies that can be implemented within the cooperative, and (4) determine the priority strategies implemented within the cooperative. This study uses qualitative and quantitative analysis methods using the IFE matrix, EFE matrix, IE matrix, SWOT matrix, and QSP matrix analysis tools. The results show that there are 7 strengths, 4 weaknesses, 10 opportunities and 4 threats that place the Cooperative in Surviving and Maintaining position, with market penetration and product development strategies. Based on the QSP matrix, the priority alternative strategies that can be implemented are developing conventional and digital marketing through social media and apps to increase sales.

Keywords: Strategy, Ornamental Plants, Cooperative, SWOT matrix, QSPM

INTRODUCTION

The Kontak Andalan Bersama Cooperative is one of the cooperatives located in Ciputat District, South Tangerang City, Banten Province and is engaged in the agribusiness sector in the ornamental plant subsector. The cooperative, which was established in 2023, was formed from the administrators of ornamental plant farmer groups in the South Tangerang area who joined to form a cooperative to improve the

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welfare of its members and strengthen relationships within the community. The establishment of this cooperative aim to grow and develop the economic system of farmers, especially those who are members of the cooperative with wider business diversification in order to improve welfare with the main business activity is ornamental plant agriculture in addition to other supporting business activities.

The types of businesses carried out by the Cooperative are selling ornamental plants directly to consumers, garden or landscape arrangement services, garden maintenance or maintenance, and renting ornamental plants or rental to consumers. In introducing its business, the cooperative participates in competitions, exhibitions, and exchanges. Direct sales to consumers are made through intermediary retailers. The landscape and maintenance business targets property developers such as apartments or housing. Ornamental plant rental can be done to agencies or events that require ornamental plant decoration for a certain period of time.

The cooperative obtains products in the form of ornamental plants by producing itself from buying seeds and brood plants which are then cared for and propagated by itself. Some of the plants sold and propagated by Kontak Andalan Bersama Cooperative are orchids, Aglaonema, Bromelia, Philodendron, and Anthurium. The process of propagation and maintenance of ornamental plants is carried out in screen houses located in Ciputat and Jombang, South Tangerang City.

In running its business, Kontak Andalan Bersama Cooperative, which was established in May 2023, has several challenges in developing its business. In addition to having to complete licensing and legality aspects, the Cooperative has not yet carried out managerial and administrative activities properly, nor has the sales bookkeeping system been structured.

Ornamental plants as the main product of the Cooperative is also one of the challenges faced related to the nature of these ornamental plants and trends. For example, during the Covid-19 pandemic, the demand for ornamental plants was high but after that it decreased (Rumiyati et al, 2024). The existence of this seasonal trend requires business actors engaged in ornamental plant agriculture to be observant in seeing opportunities and potential for the next trend. In order to keep up with trends, cooperatives must have an adequate marketing strategy. Unfortunately, in the marketing aspect, the business activities of the members of the Kontak Andalan Bersama Cooperative are still limited to the personal WhatsApp application and participating in ornamental plant exhibitions and festivals. The Cooperative has not used other applications and platforms

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as an online marketing system, and does not yet have an outlet as a direct marketing system.

Ornamental plants have many fans in Indonesia. This is due to the characteristics of ornamental plants that have their own aesthetic value so that they are widely used to beautify the room. Due to the large number of ornamental plant enthusiasts and the high demand for ornamental plants, market competition has become quite tight. One of the most common is the potted ornamental plant seller and landscape business, which is also one of the business types of the Kontak Andalan Bersama Cooperative. Some of the competitors of the Joint Kontak Andalan Bersama Cooperative are formulated with their advantages as shown in Table 1.

Table 1. Competitive Profile Matrix of the Kontak Andalan Bersama Cooperative

Critical Success Factors	Weight	Kontak Andalan Bersama Cooperative		Nursery XX (Depok)		PT YY (Bogor)	
		Rating	Score	Rating	Score	Rating	Score
Product Variety	0.16	3	0.48	2	0.32	4	0.64
Price	0.21	4	0.84	2	0.42	3	0.63
Product Quality	0.17	4	0.68	2	0.34	3	0.51
Management Activities	0.09	2	0.18	3	0.27	4	0.36
Promotion	0.14	2	0.28	3	0.42	4	0.56
Location	0.12	2	0.24	4	0.48	3	0.36
Service	0.11	4	0.44	2	0.22	3	0.33
Total	1		3.14		2.47		3.39

Source: Kontak Andalan Bersama Cooperative, data processed.

Based on initial observations, PT YY is the main competitor of the Kontak Andalan Bersama Cooperative with the highest total score compared to XX Nursery. PT YY excels in product variety, management activities, and promotional activities that have participated in exhibitions to foreign countries. In contrast, Nursery XX excels in strategic business location, while the Kontak Andalan Bersama Cooperative excels in lower prices, product quality, and service.

With the problems and challenges faced, Kontak Andalan Bersama Cooperative needs a strategy in order to continue to exist and develop and strengthen the position of the Cooperative. The strategy can be in the form of policies or programs that are prepared based on the vision and mission of the Cooperative by taking into account the key internal

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and external factors of the Company so that they can be implemented properly in order to achieve goals.

RESEARCH METHOD

Location and Time of Research

This research was conducted at Kontak Andalan Bersama Cooperative, which is located in Ciputat District, South Tangerang City, Banten Province. The research was conducted from January 2024 to September 2024.

Types and Sources of Data

This research uses primary data obtained from interviews with resource persons, filling out questionnaires, and observation. The data collected are the company's internal and external key factors and competitor data. The resource persons in this research were the management of Kontak Andalan Bersama Cooperative and representatives of Dekopinda Kota Tangerang Selatan.

Data Analysis Methods

This research uses qualitative and quantitative methods in analyzing data. Qualitative methods are used in analyzing the Company's internal and external key factors and analyzing alternative strategies based on the SWOT matrix presented descriptively, while quantitative methods are used in weighting and scoring the IFE and EFE matrix and weighting the QSPM matrix. Strategy formulation uses three stages that refer to David (2020), namely the input stage, the matching stage and the decision stage.

1. Input Stage

The input stage consists of collecting data on the Cooperative's key internal and external factors compiled in the IFE matrix and EFE matrix. Before starting the weighting with the IFE and EFE matrix, the key internal and external factors that have been identified will first be tested using the AQCD Test. The stages in the AQCD test are:

a. Write down the list of identified key internal and external factors to be tested.
b. Give a check mark or “yes” if the factor meets the predetermined criteria, namely actionable, quantitative, comparative or divisional.
c. Give a dash or a “no” if the factor does not meet the AQCD criteria.

After testing the quality of the factors, the high-quality factors can then be included in the weighting and IFE and EFE matrices. The IFE matrix can be prepared with the following steps:

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a. Create a list of key internal factors called the internal audit process that includes strengths followed by specific weaknesses.
b. Assign a weight ranging from 0.0 (not important) to 1.0 (very important) to each factor that determines its relative significance to the success of the business. Factors considered to have the greatest effect should be given the highest weight, regardless of their position as strengths or weaknesses. The sum of all weights should equal 1.0.

   The weighting uses the pairwise comparison method, with the weighting scale used being:

   1 = if the horizontal factor is less important than the vertical factor
   2 = if the horizontal factor is equally important than the vertical factor
   3 = if the horizontal factor is more important than the vertical factor

   The weight value is obtained by adding up all the total scales, and then each total scale of each factor is divided by the total number of scales.
c. Determine the rank between 1 and 4 for each factor with an indication that rank 1 = poor response, rank 2 = average response, rank 3 = above average response, rank 4 = superior response.
d. Multiplying each factor weight by its rank to determine the weighted score for each variable.
e. Summing the weighted scores for each variable to determine the total weighted score for the business.

The EFE matrix can be compiled with the following steps:

a. Make a list of key external factors called the external audit process that has included opportunities and followed by specific threats.
b. Assign a weight ranging from 0.0 (not important) to 1.0 (very important) to each factor that determines its relative importance to the success of the business. Generally, opportunities can receive a higher weight than threats. Weights can be determined by looking at the success of competitors. The sum of all weights must equal 1.0. This weighting uses a pairwise comparison method with the same weighting scale as the IFE matrix.
c. Determine a rating between 1 and 4 for each key external factor with an indication of the effectiveness of the Company's strategy, namely rating 4 = excellent response, rating 3 = above average response, rating 2 = average response, and rating 1 = poor response.

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d. Multiplying each factor weight by its rank to determine the weighted score for each variable.
e. Summing the weighted scores for each variable to determine the total weighted score for the business.

2. Matching Stage

The results of the weighting carried out at the input stage are then equalized at the matching stage. The equalization process produces a SWOT and IE matrix which can then be used to enter the Decision stage.

The IE matrix consists of 9 cells arranged based on two dimensions, namely the IFE weighted score on the X-axis and the EFE weighted score on the Y-axis. The nine cells are then grouped into 3 areas, namely:

1) Area 1 which consists of cells I, II and IV, namely the grow and build area, with the right strategy applied, namely intensive (market penetration, market development, and product development) and integrative (backward, forward and horizontal integration).
2) Area 2 consisting of cells III, V, and VII, namely the hold and maintain area, with the right strategy being market penetration and product development.
3) Area 3 consisting of cells VI, VIII and IX is the harvest or divest area. The right strategy for this area is retrenchment or reduction / savings, and divestment or withdrawal of investment funds.

The SWOT matrix can be organized in eight steps, namely:

a. List the Company's external opportunities
b. List the Company's external threats
c. List the Company's internal strengths
d. List the Company's internal weaknesses
e. Matching internal strengths with external opportunities and recording SO strategy gains in cells.
f. Matching internal weaknesses with external opportunities and recording the WO strategy gains in cells.
g. Matching internal strengths with external threats and recording the acquisition of ST strategies in cells.
h. Matching internal weaknesses with external threats and recording the WT strategy gains in the cells.

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3. Decision Stage

After matching in the second stage which results in action planning and knowing the position of the Cooperative in the IE matrix, the next stage is to make a strategic work plan decision obtained from prioritizing the strategies to be carried out using the QSP matrix. There are 6 steps in compiling the QSP matrix, namely:

a. List the opportunities and threats, weaknesses and internal strengths of the Company by looking directly at the IFE and EFE matrices.
b. Giving weight to each internal and external key factor contained in the IFE matrix and EFE matrix.
c. Evaluate the matrices in stage II (matching) and analyze good alternative strategies to be applied.
d. Determining the attractiveness value (AS) with a range of values 1 = not attractive; value 2 = somewhat attractive; value 3 = quite attractive, and value 4 = very attractive.
e. Calculating the total attractiveness score. The total danceability score (TAS) is the result of multiplying the weight by the attractiveness (AS) in each row. The higher the TAS value, the more attractive the alternative strategy is.
f. Calculate the total attractiveness score by summing the total attractiveness score in each column of the QSP matrix strategy. The total attractiveness score (STAS) reveals the most attractive strategy in each alternative strategy. A higher value describes a more attractive strategy, taking into account all internal and external factors that can influence the strategy decision.

RESULT AND DISCUSSION

1. Identification of Internal Factors

The internal factors of the Cooperative consist of management, marketing, finance and accounting, management information system, and production. From these aspects, 11 internal key factors were formulated, consisting of 7 strengths and 4 weaknesses. The strengths and weaknesses that have been identified are then analyzed using the IFE matrix to determine the score of each factor that shows the Cooperative's ability to use strengths and anticipate weaknesses. These results are then used in formulating strategies that will be recommended to the Cooperative.

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Table 2. Results of Identification of Internal Factors and IFE Matrix of Andalan Bersama Contact Cooperative

Code	Key Internal Factors	Weight	Rating	Score
	Strengths			
A	It has a target market of adults in the Jabodetabek area who like to collect ornamental plants.	0.095	3	0.310
B	The products sold are varied, consisting of various types and varieties of ornamental plants, namely Aglaonema, Anthurium, Philodendron, Monstera, and Orchids.	0.085	3	0.277
C	The price of the products sold is 10-20% cheaper than the main competitors.	0.085	3	0.256
D	Promoted by participating in ornamental plant exhibitions and festivals.	0.094	3	0.307
E	Provide bonus plants for buyers with a minimum purchase of 10 pots.	0.091	3	0.273
F	Self-produces >90% of ornamental plants sold	0.107	4	0.374
G	Has a screen house with a capacity of around 15,000 trees in Ciputat Village.	0.093	3	0.280
Subtotal				2.076
	Weakness			
H	Does not yet have a cooperative manager.	0.090	2	0.157
I	Less strategic business location	0.090	2	0.202
J	Sales transactions are still not well recorded.	0.086	2	0.173
K	Does not yet have a cooperative database.	0.083	2	0.166
Subtotal				0.698
Total				2.773

Table 2 shows that the main strength of Kontak Andalan Bersama Cooperative is that it produces its own ornamental plants which are sold at a proportion of more than 90%, while the rest are purchased from outside parties or imported. This can save costs because purchasing seeds from outside requires a large budget. In addition, by producing

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its own plants, the Cooperative can maintain the quality of the plants sold during the plant care process. This is supported by a large screen house.

Another strength of the Cooperative is its target market. Appropriate targeting can provide a significant competitive advantage (Khairi et al, 2022). The Cooperative's target market is adults in the Jabodetabek area who like to collect ornamental plants. Productive-aged adults are the main target market because they already have an income and are usually more aware of the latest ornamental plant trends. Ornamental plant enthusiasts tend to understand the trends and quality of ornamental plants better, so that ornamental plant sellers can set higher selling prices. The most potential target market areas can be around the place of business, but with the development of marketing, it is possible to expand the market reach.

Ornamental plants sold at Kontak Andalan Bersama Cooperative consist of various types such as Aglaonema, Anthurium, Philodendron, Monstera and Orchids, which provide more choices for consumers and are sold at lower prices than competitors. Consumers also get information about other types of plants, which can increase their interest in buying more than one type of plant. In addition, the more types of plants sold, the wider the market share formed. The Cooperative's market share is also further expanded by routinely participating in exhibitions organized by the Provincial Government. DKI Jakarta, and other exhibitions such as FLOII.

Providing bonus plants for resellers is one way for the Cooperative to retain consumers. With the bonus, consumers will return to buy products at the Cooperative and the Cooperative will also get repeat customers. The plants used as bonuses are plants that are still small and young. However, this bonus only applies to large-scale purchases so that it will not greatly reduce the profits earned by the Cooperative. This factor has a weight of 0.091 and rank 3 results in a score of 0.273.

The main weakness of the Cooperative is its less strategic location because it is located on a rather small road with inadequate signage. The Cooperative also does not have a marker on the Google Maps application, which can make it difficult for consumers who want to visit outlets in the Cooperative. Another major weakness is the absence of good sales records. The sales transaction records made by the Cooperative are still manual and do not have backups on digital devices. The transaction records in the Cooperative have not been combined in a ledger and are still separated. This can hinder the Cooperative when preparing the annual budget plan and the Cooperative's annual financial report during the member meeting.

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The next weakness of the Cooperative is that it does not yet have a database on members, finances, products, partners, transactions, suppliers and other Cooperative activities. This can make it difficult for the Cooperative to prepare its final report or work plan.

The last weakness is the absence of a Cooperative manager in charge of managing the operational and administrative activities of the Cooperative. This causes the main duties and responsibilities of the management to not be carried out properly because they have to double up on work.

2. Identification of External Factors

External key factors in the form of opportunities and threats analyzed are economic, social, cultural, demographic, environmental, political, legal, governmental, technological factors, and competitive forces consisting of competing companies, potential entry of new competitors, potential development of substitute products, bargaining power of suppliers, and bargaining power of consumers. The opportunities and threats that have been identified are then analyzed using the EFE matrix. Similar to the IFE matrix, the EFE matrix determines the score of each factor obtained from the multiplication of factor weights and factor ratings. The score of each factor indicates the ability of the Cooperative to take advantage of existing opportunities and prevent threats to the Cooperative. The results of data processing show that in Andalan Bersama Contact Cooperative, there are 10 opportunity factors and 4 threat factors. These factors along with their weights, ranks and scores are presented in Table 3.

Table 3. Results of Identification of External Key Factors and EFE Matrix of Kontak Andalan Bersama Cooperative

Code	Key Internal Factors	Weight	Rating	Score
	Opportunities			
A	Decrease in the average inflation rate by 1.81% in January-June 2024 with 2023.	0.050	3	0.125
B	The existence of various ornamental plant enthusiast communities in Jabodetabek that number thousands of members.	0.074	3	0.241

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C	Consumers prefer ornamental plants with unique and beautiful patterns even though the price is expensive	0.091	4	0.320
D	The increase in the average population in Jabodetabek by 3% during 2021-2024	0.061	3	0.168
E	The existence of the Job Creation Law in 2020 which regulates the ease, protection, and empowerment of cooperatives and MSMEs.	0.064	3	0.192
F	The existence of MOT No. 30/2012 on import provisions for horticultural products to protect the availability of domestic horticultural products.	0.072	3	0.198
G	There are routine ornamental plant exhibitions and festivals held in Jabodetabek.	0.070	3	0.228
H	There are two online shop applications for ornamental plants with more than 1000 users.	0.078	3	0.252
I	There are two main competitors in Jabodetabek.	0.071	3	0.195
J	The emergence of competitors with ornamental plant hampers/gift products.	0.076	3	0.191
Subtotal				2.109
Threats				
K	Increase in average air temperature in Jabodetabek by 1.72 ˚C during 2021-2023.	0.055	3	0.151
L	Use of artificial plants as decoration.	0.076	3	0.208
M	Only one fixed supplier for production facilities.	0.078	2	0.175
N	High bargaining power by consumers.	0.084	3	0.211
Subtotal				0.745
Total				2.854

The identification of key external factors shows that the opportunity with the highest score is the behavior of consumers who prefer unique and beautiful ornamental plants even though the price is more expensive. The Cooperative responds well to this factor by providing unique and beautiful plants such as Monstera variegata and Monstera Thai constellation or bonsai with unique shapes.

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The existence of major competitors and also the emergence of new competitors offering innovative products are considered opportunities by the Cooperative because the existence of competitors can increase motivation and innovation. The position of competitors can be utilized as partners thus increasing profit opportunities and expanding market reach. In addition, the existence of competitors can also act as a reference in setting competitive prices for ornamental plants in the market as well as a reference in improving the quality of products and services.

A decrease in the average inflation rate of 1.81% in January-June 2024 compared to 2023 is also an opportunity for the Cooperative because the prices of basic goods will be more stable or even decrease so that it is expected that consumer interest in buying ornamental plants will remain.

The threat factor that is considered the biggest is the strong price bargaining power of consumers. This can happen when consumers make large purchases because consumers can bargain prices or demand discounts. This can cause losses for producers if the price requested is too low. For this reason, it is necessary to standardize the price of ornamental plant products in accordance with the type of plant and its quality so that producers get a decent profit without sacrificing the interests of consumers.

The next threat is the use of artificial plants as a substitute for ornamental plants for decoration. With all its advantages such as being durable and not requiring special care and being more flexible when moved, artificial plants pose a threat to the existence of native ornamental plants. For this reason, cooperatives must be more creative and innovative in developing their products, especially in terms of flexibility and ease of maintenance.

Limited suppliers are also a serious threat to the Cooperative. There is only one supplier of the Cooperative located in Gunung sindur, Bogor Regency. Suppliers who have strong bargaining power can reduce profits if suppliers set high prices (Prangarkar and Prabhudesai, 2024).

The increase in average air temperature in Indonesia by + 1^{o}C in the last 4 decades (BMKG data) is also a threat because the increase in temperature causes an increase in evapotranspiration and results in the growing medium drying out faster and plants wilting. This requires more frequent watering and the use of paranet. This will certainly increase production costs and may reduce the Cooperative's profits, especially if the selling price is fixed.

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Company Position

The position of Andalan Bersama Contact Cooperative is determined based on the IE matrix diagram which can be known through the results of the IFE and EFE matrices. The x-axis in the IE matrix is determined based on the total score of the IFE matrix, which is 2,773. While the y-axis in the IE matrix is determined based on the total score of the EFE matrix, which is 2,854.

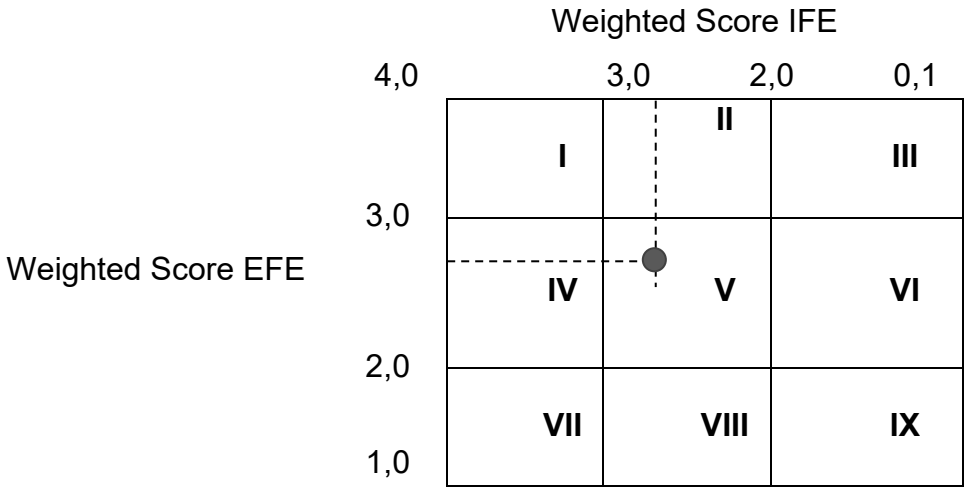


Figure 1. IE Matrix Position of Andalan Bersama Contact Cooperative

From the figure, it can be seen that the internal and external of the Cooperative are in an average position because they are between 2.00 and 2.99. The intersection point of the two axes is in quadrant 5, which means that the Cooperative's position is Hold and Maintain. Strategies that can manage companies in a Hold and Maintain position are generally market penetration and product development. Market penetration strategy is a strategy in order to increase market share through marketing efforts that are broader and larger in scope for the products and services offered, while market development strategy is a strategy in the form of introducing products or services currently offered in new geographic areas that have potential as markets.

Alternative Strategies

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The SWOT matrix formulates market penetration and product development strategies by pairing internal and external factors, namely SO strategies, ST strategies, WO strategies, and WT strategies which can be seen in Table 4.

Tabel 4. Matriks SWOT Andalan Bersama Contact Cooperative

	Strength	***Weakness***
	1. Has a target market of adults in the Jabodetabek area who like to collect ornamental plants. 2. Products sold are various types and varieties of ornamental plants, namely Aglaonema, Anthurium, Philodendron, Monstera, and Orchids. 3. The price of the products sold is 10-20% cheaper than the main competitors. 4. Promoted by participating in ornamental plant exhibitions and festivals. 5. Provide bonus plants for buyers with a minimum purchase of 10 pots. 6. Produce >90% of the ornamental plants sold in-house. 7. Has a screen house with a capacity of around 15,000 trees in Ciputat Village.	1 No cooperative manager yet. 2 Less strategic business location 3 Sales transactions are still not recorded properly 4 Does not yet have a cooperative database
Opportunities 1. Decrease the average inflation rate by 1.81% in January-June 2024 with 2023. 2. The existence of various ornamental plant enthusiast communities in Jabodetabek that number thousands of members. 3. Ornamental plants with unique and beautiful patterns have higher prices and are more attractive to consumers.	**SO Strategy** Conduct regular customer satisfaction surveys (S1, S2, S3, S4, O1, O2, O3, O4, O7, O8) Established long-term partnerships with ornamental plant traders in the Greater Jakarta area to distribute products. (S1, S3, S5, S6, S7, O6, O7, O9, O10)	**WO Strategy** Create and update customer database based on products sold (W1, W3, W4, O2, O3, O4, O5, O7) Develop conventional and digital marketing through social media and apps to increase sales

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4. The increase in the average population in Jabodetabek by 3% during 2021-2024. 5. The existence of the 2020 Job Creation Law which regulates the ease, protection, and empowerment of cooperatives and MSMEs. 6. The existence of MOT No. 30/2012 on import provisions for horticultural products to protect the availability of domestic horticultural products. 7. The existence of regular ornamental plant exhibitions and festivals in Jabodetabek. 8. There are two online shop applications for ornamental plants with more than 1000 users. 9. There are two main competitors in Jabodetabek. 10. Emergence of competitors with ornamental plant hampers/gift products.		(W2, O2, O3, O4, O8, O9)
Threats 1. Increase in average air temperature in Jabodetabek by 1.72 ˚C during 2021-2023. 2. Use of artificial plants as decoration 3. Only have one fixed supplier for production facilities. 4. High price bargaining power by consumers	**ST Strategy** Provide online and offline technical consulting services for ornamental plant cultivation for customers (S2, S6, S7, T1, T2, T4)	**WT Strategy** Establish partnerships with suppliers of quality production facilities (W1, W4, T3)

1. SO Strategy

SO strategy is a strategy that utilizes the strengths possessed to take the opportunities available (Kotler et al, 2022). The formulated SO strategy is to conduct regular customer satisfaction surveys. The formulation of this strategy refers to the Company's position identified by the IE matrix with a market penetration strategy.

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Customer surveys are conducted to find out customer responses to the products and services provided by Kontak Andalan Bersama cooverative. In addition, conducting surveys can also help provide feedback for the Cooperative so that it can improve service and product quality, for example by developing unique and beautiful and innovative ornamental plants so that the Cooperative can offer something new to consumers. This strategy corresponds to strengths 1, 2, 3, 4, and opportunities 1, 2, 3, 4, 7, and 8.

Another SO strategy is to establish long-term partnerships with ornamental plant traders in the Jabodetabek area to distribute products. This strategy refers to the market penetration strategy, with the aim of expanding the distribution range of Andalan Bersama Contact Cooperative's ornamental plant products in the geographical segment of the market. With partnerships with traders in the Jabodetabek area, potential buyers will find it easier to buy ornamental plant products at Kontak Andalan Bersama cooverative. This strategy is in accordance with strengths 1, 3, 5, 6, 7, and opportunities 6, 7, 9, and 10.

2. ST Strategy

ST strategy is a strategy that utilizes strengths to avoid existing threats. The ST strategy formulated is to provide online and offline ornamental plant cultivation technical consulting services for customers. Consultation services for customers are an effort to establish relationships with consumers as a form of market penetration. This strategy was formulated with reference to the Cooperative's position in the IE matrix. This strategy also corresponds to strengths 2, 6, 7, and threats 1, 2, and 4.

3. WO (Weakness-Opportunity) Strategy

The WO strategy is one that utilizes opportunities to overcome weaknesses. The formulated strategy is to create and update a customer database based on the products sold. The formulation of this strategy refers to the market penetration strategy in the company's position. The customer database is useful for accommodating the suitability of customer information to the target market owned by the Cooperative. In addition, the database is also useful in mapping the Cooperative's customers and identifying ornamental plant products sold. This strategy corresponds to weaknesses 1, 3, 4, opportunities 2, 3, 4, 5, and 7. The next WO strategy is to develop conventional and digital marketing through social media and applications to increase sales. The formulation of this strategy refers to the market penetration strategy and weakness 2, opportunities 2, 3, 4, 8, and 9. Conventional marketing development can be done by participating in more exhibitions and festivals. While digital marketing needs to be done so that promotional

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activities in the Cooperative keep up with the times and are able to reach more customers through social media, so that even though the business location is less strategic, but with the existence of social media, the Kontak Andalan Bersama Cooperative can still sell ornamental plant products smoothly.

4. WT (Weakness-Threats) Strategy

The WT strategy aims to minimize weaknesses and avoid threats. The formulated WT strategy is to establish partnerships with suppliers of quality production facilities. This strategy refers to the product development strategy based on the Cooperative's position in the IE matrix. The existence of partnerships with suppliers of quality production facilities makes the Cooperative able to easily obtain quality production facilities. In addition, the Cooperative can maintain the quality of ornamental plant products sold because it has a permanent supplier.

Strategy Prioritization

The final stage of the strategy formulation process is the decision stage, namely determining the prioritized strategy with the help of the QSP matrix. The strategies that have been formulated with the IE and SWOT matrices are then measured for their attractiveness to each internal and external factor. The attractiveness score of each strategy is multiplied by the weight of the internal and external factors which will result in a total attractiveness score. This total attractiveness score is then the ranking of each strategy formulated. The strategy that has the largest total attractiveness score will be the priority alternative strategy to be applied by the Cooperative. There are six alternative strategy formulations prepared using the SWOT matrix based on the company's position in the IE matrix as shown in Table 5.

Table 5. QSP Matrix of Kontak Andalan Bersama Cooperative

No.	Strategy Alternative	Total Score of Attractiveness
1.	Conduct regular customer satisfaction surveys.	6.4828
2.	Establish long-term partnerships with ornamental plant traders in the Jabodetabek area to distribute products.	6.8989
3.	Create and update customer database based on products sold.	6.3293

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4.	Develop conventional and digital marketing through social media and apps to increase sales.	7.0655
5.	Provide online and offline ornamental plant cultivation technical consultation services for customers.	6.7617
6.	Establish partnerships with quality planting media suppliers.	6.4544

Based on Table 5, the priority alternative strategy is the WO2 strategy, namely developing conventional and digital marketing through social media and applications to increase sales with a total attractiveness score of 7.0655. The WO2 strategy is a form of market penetration strategy.

The next priority ranking is the strategy of establishing long-term partnerships with ornamental plant traders in the Jabodetabek area to distribute products with a total attractiveness score of 6.8989, and the strategy of providing online and offline ornamental plant cultivation technical consultation services for customers with a total attractiveness score of 6.7617.

Based on the attractiveness ranking, strategic recommendations that can be implemented by Kontak Andalan Bersama Cooperative within a period of three years are, in the first 1 to 2 years, Kontak Andalan Bersama Cooperative can develop digital promotional activities using WhatsApp Business, Instagram, Facebook, Tiktok, or marketplaces such as Shopee and Tokopedia, and maintain conventional promotional activities, namely by participating in exhibitions and festivals of ornamental plants. The cooperative needs to increase the distribution range of ornamental plant products by increasing the partnership network with agents and ornamental plant traders in the Jabodetabek area. The Cooperative needs to increase the distribution range of ornamental plant products by adding a network of partnerships with agents and ornamental plant traders in the Jabodetabek area. In addition to partnering with distributors, the Cooperative also needs to partner with suppliers of production facilities, so that the quality of ornamental plant products produced can be maintained and improved through the use of quality production facilities.

Then in the following 1 year, the Cooperative can maintain relationships with customers through customer data collection and conduct surveys to customers periodically using digital platforms such as Google Form so that the data collected can be directly stored in the Cooperative database. Data containing customer identity, ornamental plant products purchased, suggestions, criticisms, and feedback can be used

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to improve service and quality of ornamental plant products and can be used as evaluation material for the Cooperative. Maintaining relationships with customers can also be done by providing technical consultation services on the cultivation and care of ornamental plants to customers. The consultation process can be done directly, i.e. customers come to the Cooperative or vice versa, or through chat services on WhatsApp Business social media.

Managerial implications that can be recommended to Koperasi Kontak Andalan Bersama are:

a) Kontak Andalan Bersama Cooperative needs to allocate a budget for operational activities, employee salaries, and invest in office equipment and operational equipment.
b) Kontak Andalan Bersama Cooperative needs to recruit employees to manage digital and conventional marketing activities, compile and manage data and customer survey results, and provide consultation services with customers. Another alternative is to provide training to existing employees on how to manage digital platforms for marketing and data processing, and provide customer consultations.
c) Kontak Andalan Bersama Cooperative needs to find companies that can partner in supplying production facilities, become distributors of ornamental plant products, and become vendors of ornamental plant service providers.

CONCLUSION

1. There are 11 internal key factors of Kontak Andalan Bersama Cooperative consisting of 7 strengths and 4 weaknesses. The main strength of the Cooperative is in targeting adults in Jabodetabek who like to collect ornamental plants while the main weakness is its less strategic location.
2. The analysis of the Cooperative's external key factors resulted in 10 opportunity factors and 4 threat factors with the biggest opportunity being the behavior of consumers who like beautiful and unique ornamental plants even though they are expensive, while the main threat is the strong price bargaining power of consumers.
3. The position of the Cooperative based on the IE matrix is in cell 5, namely hold and maintain. The right strategy in this position is a market penetration and product development strategy.
4. Alternative strategies for Kontak Andalan Bersama Cooperative based on the SO (Strength-Opportunity) strategy are to conduct regular customer satisfaction surveys and establish long-term partnerships with ornamental plant traders in the Jabodetabek

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area to distribute products; based on the ST (Strength-Threats) strategy is to provide online and offline ornamental plant cultivation technical consulting services; based on the WO (Weakness-Opportunity) strategy is to create and update a customer database based on products sold, and develop conventional and digital marketing through social media and applications to increase sales; and based on the WT (Weakness-Threats) strategy is to establish partnerships with suppliers of quality production facilities.

5. The recommended strategic priority for the Kontak Andalan Bersama Cooperative is the strategy of developing conventional and digital marketing through social media and applications to increase sales.

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