Integrating AHP and BMC to Optimize Business Strategy in the Creative Floral MSME Sector

Nur Chaulah[1], M. Imron Mas'ud[2*]

[1,2]*Affiliation Department of Industrial Engineering, Universitas Yudharta Pasuruan, Indonesia*
Corresponding Author: imron@yudharta.ac.id

ARTICLE INFO	ABSTRACT
	Introduction: Creative micro, small, and medium enterprises (MSMEs), particularly in the floral sector, face increasing pressure from shifting consumer preferences, seasonal demand, and digital market dynamics. Traditional strategy tools are often insufficient in addressing both prioritization and structural alignment in such dynamic environments. **Objectives**: This study aims to optimize business strategy for a creative floral MSME by integrating the Analytic Hierarchy Process (AHP) and Business Model Canvas (BMC) frameworks. The integration intends to prioritize strategic alternatives quantitatively and redesign the business model to enhance competitiveness and sustainability. **Methods**: A descriptive quantitative approach with qualitative support was employed. Data were gathered through interviews, direct observation, and structured questionnaires involving the owner and staff of a florist MSME. SWOT analysis was used to identify internal and external factors, AHP was applied to determine strategic priorities, and BMC was used to align selected strategies with the enterprise's structure. **Results**: AHP analysis revealed the highest-priority strategy as building a loyal customer database, followed by expanding online market reach and conducting periodic market research. These findings were integrated into the redesigned BMC, which included new customer segments (corporate and event organizers), improved value propositions (custom bouquets and Eco-packaging), expanded digital channels, and diversified revenue streams. **Conclusions**: The integration of AHP and BMC provides a robust framework for strategic decision-making in creative floral MSMEs. This approach enables data-driven prioritization and business model innovation, supporting sustainable growth in competitive and evolving markets. **Keywords:** AHP, Business Model Canvas, MSME Strategy, Creative Industry, Florist Business

INTRODUCTION

Small and medium enterprises (SMEs) are critical contributors to economic development, particularly in emerging markets. They account for the majority of global business operations and play a pivotal role in job creation, poverty reduction, and regional economic resilience [1]. In Indonesia, SMEs represent over 99% of all businesses and contribute more than 60% to the Gross Domestic Product (GDP), demonstrating their fundamental importance to the national economy. However, despite their potential, many SMEs struggle to remain competitive due to limited access to structured business strategies, technological capabilities, and market adaptation frameworks.

Research Article

One of the industries that illustrate this challenge is the florist business. Traditionally seen as a seasonal or ceremonial enterprise, the florist industry has undergone significant transformation in recent years. Shifting consumer behaviors, particularly among younger demographics, have increased the demand for personalized, aesthetic, and experience-based floral products [2]. Customers today value emotion-driven purchases, sustainability, design customization, and seamless digital transactions. As a result, florists are compelled to revisit their value propositions and adapt their business models to these changing preferences.

To remain competitive in this evolving landscape, SMEs in the florist sector must employ structured strategic planning tools. The Business Model Canvas (BMC), developed by Osterwalder and Pigneur, offers a comprehensive visual representation of nine essential business components, including customer segments, key partnerships, and revenue streams [3]. It enables business owners to map, evaluate, and innovate their business models effectively [4]. However, while BMC helps describe the current state of a business and identify areas for innovation, it lacks the ability to prioritize strategic alternatives quantitatively, which is critical for decision-making under resource constraints.[5]

Meanwhile, SWOT analysis remains one of the most widely used tools to assess internal (strengths and weaknesses) and external (opportunities and threats) factors influencing a business [6]. Its popularity stems from its simplicity and flexibility across industries. However, SWOT analysis has a well-documented limitation: it provides a qualitative snapshot without offering clear guidance on which strategic factors should be prioritized [7]. For SMEs operating under limited time, information, and resources, this lack of prioritization can lead to inefficient or misaligned strategies.

To overcome this limitation, the Analytic Hierarchy Process (AHP) is often integrated with SWOT to enhance strategic planning through quantification. AHP enables decision-makers to rank factors by performing pairwise comparisons, assigning weights to various criteria, and generating prioritized strategic options [8]. This hybrid approach SWOT-AHP has been successfully implemented in multiple sectors such as agribusiness, education, and logistics [9]. However, its application within creative and service-based SMEs, particularly florists, remains scarce. Furthermore, the integration of this method with the BMC framework remains underexplored.

This research responds to the existing gap by proposing a combined framework of SWOT, AHP, and BMC to guide business development in a florist SME: Jagorawi Florist. By aligning strategic prioritization (via SWOT-AHP) with the business model structure (via BMC), this approach aims to generate empirically grounded strategies that are both actionable and aligned with the enterprise's operational reality. The combination of qualitative mapping and quantitative weighting provides a more holistic and rigorous foundation for decision-making.[10]

The novelty of this study lies in the integration of descriptive, diagnostic, and prescriptive tools within a single strategic framework. The research not only contributes methodologically by combining three distinct tools BMC, SWOT, and AHP but also provides practical value for SMEs in creative sectors seeking to grow sustainably in competitive markets. It is expected that the findings will enrich the existing literature on SME strategy development and offer a replicable model for similar businesses facing comparable challenges in a post-pandemic and digitally driven business environment.

OBJECTIVES

This study aims to develop an optimized and data-driven business strategy for a creative floral micro, small, and medium enterprise (MSME) by integrating the Analytic Hierarchy Process (AHP) and the Business Model Canvas (BMC). The integration of these two strategic tools is intended to address key challenges commonly faced by floral MSMEs, including the lack of structured prioritization in decision-making and the absence of alignment between strategic planning and business model implementation.

Research Article

By combining AHP and BMC, this study seeks to provide a comprehensive solution that supports both strategic clarity and operational feasibility.

Specifically, this research has four main objectives. First, it aims to identify the internal strengths and weaknesses, as well as external opportunities and threats, through a SWOT analysis to establish a clear understanding of the business environment. Second, it applies the AHP method to quantitatively prioritize the strategic alternatives derived from SWOT, enabling more objective and consistent decision-making under resource limitations. Third, the prioritized strategies are integrated into the BMC framework to ensure that strategic directions are effectively translated into actionable components of the business model, such as customer segments, value propositions, and key activities. Lastly, the study aims to formulate a practical business development strategy that enhances the MSMEs competitiveness, expands market reach, and supports long-term sustainability in the creative floral industry. Through these objectives, this study contributes to bridging the gap between strategic analysis and implementation, offering a replicable framework for similar MSMEs operating in dynamic and design-oriented markets.

METHODS

This study employed a descriptive quantitative approach with qualitative support to develop a business development strategy for Jagorawi Florist, a small and medium-sized enterprise (SME) operating in the creative service sector. The descriptive quantitative method was chosen to systematically evaluate the business's strategic condition using measurable data [29], while qualitative insights were integrated to enrich contextual understanding [30]. The methodological design ensured that both the what and why of business dynamics could be captured in a structured and analytically sound manner.

Primary data were collected using a combination of in-depth interviews, direct observation, and structured questionnaires. Interviews were conducted with the business owner and key personnel who possessed operational knowledge and strategic insight into the company's internal operations and external environment. Observations were carried out on-site to document actual business activities, customer interactions, and workflow practices. In addition, questionnaires were developed based on the SWOT and AHP frameworks to gather comparative evaluations of strategic factors from internal stakeholders.

The analysis proceeded in three sequential stages, each corresponding to a key methodological tool. The first stage involved conducting a SWOT analysis to identify and categorize internal strengths and weaknesses, as well as external opportunities and threats. This was accomplished through thematic analysis of interview transcripts, observational data, and initial questionnaire results. The SWOT analysis functioned as the diagnostic foundation from which strategic factors were identified.

In the second stage, the Analytic Hierarchy Process (AHP) was employed to quantitatively prioritize the SWOT-derived factors. This process included the development of a hierarchical structure of decision elements, followed by pairwise comparisons among strategic criteria. Stakeholders were asked to evaluate the relative importance of each factor using a nine-point scale. From this, priority weights were calculated using eigenvalue computations, and consistency ratios (CR) were tested to ensure logical coherence and judgment validity. Factors with the highest weights represented the most critical priorities for business development.

The third and final stage consisted of integrating the prioritized strategic recommendations into the Business Model Canvas (BMC) framework. This step ensured that the selected strategies were contextually actionable and structurally implementable. Each of the nine BMC building blocks customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure was analyzed and adjusted based on the output of the

Research Article

SWOT-AHP process. This alignment allowed for the translation of strategic analysis into a tangible business model.

The research was conducted in Pandaan, East Java, Indonesia, focusing on Jagorawi Florist, a locally owned and operated SME. The company was selected based on its representative characteristics of a typical floral business, including seasonal demand, personalized product offerings, and resource limitations. Respondents included the business owner, creative staff, and administrative personnel individuals with holistic insight into the firm's operational and market context.

The final outcome of the methodology was a set of strategic recommendations that were not only prioritized using quantitative evidence but also contextualized within a feasible business structure. By employing a mixed-method approach that integrates SWOT, AHP, and BMC, this research offers a robust and replicable framework for other SMEs seeking to enhance their competitiveness in dynamic market environments.

RESULTS

Environmental Factors Identification

The identification of environmental factors aims to understand internal and external conditions that influence business sustainability. Data collection was conducted through interviews and questionnaires administered to staff, then analyzed using SWOT and AHP methodologies.

Internal Factors

a. Strengths:
- Customer Service Excellence: Responsive, communicative, and focused on customer satisfaction.
- Skilled Human Resources: Employees possess strong expertise and experience in floral arrangement aligned with market trends.
- Diverse Supplier Network: Stable and wide-ranging supply chain ensuring continuous access to quality raw materials.
- High-Quality Products: Floral arrangements are aesthetically pleasing, durable, and suitable for various event themes.
- Strategic Store Location: Easily accessible, situated in a high-traffic area, and well-connected to public transport.

Internal Factors	External Factors
Strengths	**Opportunities**
· Excellent Customer Service	· Rapid Growth of Gift & Decoration Trends
· Skilled and Experienced Staff	· Increasing Awareness of Aesthetics and Decoration
· Strong and Broad Supplier Network	· Expansion of Bouquet Products to Online Markets
· High-Quality Bouquet Products	· Collaboration with Event Organizers & Hotels/Corporations
Weaknesses	**Threats**
· Dependence on Seasonal Events	· Intense Competition in the Florist Industry
· Limited Knowledge of Raw Materials	· Constantly Changing Consumer Trends
	· Economic Crises or Pandemics Affecting Sales

Figure 1. Classification of Internal and External Factors
Source: Questionnaire responses and direct interviews with the owner and staff of Jagorawi Florist (2025).

b. Weaknesses:
- Seasonal Dependence: Demand fluctuates significantly outside of major events, affecting revenue stability.

Research Article

- Limited Technical Knowledge: Some staff lack in-depth understanding of flower characteristics, impacting product quality and operational efficiency.

External Factors

a. Opportunities:
- Growing Demand for Gifts & Decorations: Increasing public interest in floral gifts and event decorations offers a continually expanding market.
- Rising Aesthetic Awareness: Greater consumer emphasis on visual appeal enhances demand for artistic floral products.
- Digital Market Expansion: E-commerce enables wider market reach with lower operational costs.
- Strategic Partnerships: Potential collaborations with event organizers, hotels, and corporations offer access to larger institutional markets.
- Government Support for MSMEs: Access to training, funding, and promotional assistance to enhance business capacity and competitiveness.

b. Threats:
- Intense Industry Competition: A saturated florist market requires continuous innovation and product differentiation.
- Rapidly Changing Consumer Trends: Shifts in preferences necessitate quick adaptation in design and marketing.
- Macroeconomic Risks: Economic downturns or pandemics may reduce purchasing power and demand for non-essential products

IFE Score

Following the development of the hierarchical framework, questionnaires were distributed to four respondents (the owner and two employees of Jagorawi Florist) using the pairwise comparison method under AHP to determine the weight of internal factors. The results are presented in Table with a Consistency Ratio (CR) of 0.03, indicating reliable consistency.

Table 1. Internal Factors Weighting

Internal Factors	Weight Score	CR
Strength		
Bouquet Product Quality of Jagorawi Florist	0.232	
Employees' Experience and Skills	0.142	
Strong and Extensive Raw Material Supplier Network	0.130	
Strategic Store Location	0.115	0.03
Good Customer Service	0.101	
Weakness		
Lack of Knowledge about Raw Materials	0.183	
Dependence on Seasonal or Specific Events	0.098	

Source: Analysis of research results

The highest-weighted strength is bouquet product quality (0.232), while the lowest is strategic store location (0.115). Among the weaknesses, lack of raw material knowledge (0.183) ranks highest, and dependency on specific events (0.098) is lowest.

Subsequently, the IFE score was calculated by multiplying each factor's weight with a rating (scale 1–4), assessed by the business owner. The highest weighted score was for bouquet quality (0.93), derived from a weight of 0.23 × rating of 4.00. The total IFE score is 3.52, indicating a strong internal position (above 3.0) for Jagorawi Florist.

Table 2. Internal Factor Evaluation (IFE) Matrix

Internal Factors	Weight	Rating	Weighted Score
Strengths			
Product quality of Jagorawi Florist's bouquets	0.232	4.00	0.93
Employees' good experience and expertise	0.142	3.50	0.50
Broad and reliable raw material supplier network	0.130	3.00	0.39
Strategic store location	0.115	2.50	0.29
Good customer service	0.101	2.50	0.25
Weaknesses			
Lack of knowledge about raw materials	0.183	2.00	0.37
Dependence on seasonal events	0.098	1.20	0.12
Total IFE Score			3.52

Source: Analysis of research results

EFE Score

After the development of the hierarchical framework for external factors was completed, the next step involved distributing questionnaires to four respondents, consisting of the business owner and two employees of Jagorawi Florist MSME. The questionnaire was structured using a pairwise comparison method to assess the relative importance of each external factor. Data processing was conducted manually using Microsoft Excel, which included constructing comparison matrices, calculating eigenvalues, determining factor weights, and performing consistency tests. The resulting Consistency Ratio (CR) was 0.04, which is below the accepted threshold of 0.1, indicating that the responses were sufficiently consistent.

Table 3. External Factors Weighting

External Factors	Weight Score	CR
Opportunities		
Rapid Growth of Gift & Decoration Trends	0.137	
Increasing Awareness of Aesthetics and Decoration	0.169	
Expansion of Bouquet Products to the Online Market	0.126	
Government Support and MSME Programs	0.088	
Collaboration with Event Organizers & Hotels/Companies	0.130	0.04
Threats		
Economic Crisis or Pandemic Affecting Bouquet Sales	0.313	
Intense Competition in the Bouquet Business	0.577	
Changing Consumer Trends Every Year	0.296	

Source: Analysis of research results

Based on the weight analysis presented in Table 3, the external factors of Jagorawi Florist are categorized into two main groups: opportunities and threats. Among the opportunity factors, the highest weight was assigned to the increasing public awareness of aesthetics and decoration (0.169), while the lowest was government support and MSME programs (0.088). On the threat side, the most significant factor was intense competition in the bouquet business, with the highest weight of 0.577, indicating that market competition poses a major challenge. Other notable threats include shifting consumer trends (0.296) and economic crises or pandemics (0.313), both of which exert considerable external pressure on the business.

Following the weighting process, the next step involved assigning a rating to each external factor, determined by the business owner using a scale of 1 to 4. The final score for each factor was obtained by

multiplying its weight by the assigned rating. These scores are used in the SWOT analysis to match strategies accordingly. The resulting values reflect the level of influence each opportunity and threat holds over the sustainability and development of the business, serving as a strategic foundation for future planning by Jagorawi Florist.

Table 4. Exsternal Factor Evaluation (IFE) Matrix

External Factors	Weight	Rating	Weighted Score
Opportunities			
Rapid Growth of Gift & Decoration Trends	0.137	3	0.411
Increasing Awareness of Aesthetics and Decoration	0.169	2	0.338
Expansion of Bouquet Products to the Online Market	0.126	2	0.252
Government Support and MSME Programs	0.088	1	0.088
Collaboration with Event Organizers & Hotels/Companies	0.130	2	0.260
Threats			
Economic Crisis or Pandemic Affecting Bouquet Sales	0.313	1	0.313
Intense Competition in the Bouquet Business	0.577	1	0.577
Changing Consumer Trends Every Year	0.296	1	0.296
Total EFAS			**3.09**

Source: Analysis of research results

Based on the EFE matrix, the bouquet business faces key opportunities and threats, each with assigned weights and ratings. The main opportunity is the Rapid Growth of Gift and Decoration Trends (score: 0.50), while the biggest threat is Changing Consumer Trends (score: 0.58). The total score is 3.09, placing the business in a strong external position (scale: 3.0–4.0), indicating it can effectively leverage opportunities and manage threats. This analysis helps guide strategy by highlighting which external factors have the greatest impact.

Formulation of Business Position, Strategic Alternatives, and Strategic Priorities of Jagorawi Florist MSME through SWOT and AHP Methods

Matching Stage

This stage involves further analysis using two strategic tools: the Internal–External (IE) Matrix and the SWOT Matrix. These tools help to identify the current business position of Jagorawi Florist MSME and to formulate relevant strategic alternatives.

IE Matrix

Based on the total scores from the IFAS (3.52) and EFAS (3.09) analyses, Jagorawi Florist is positioned in Cell III of the IE Matrix. This cell represents a strong internal condition coupled with favorable external opportunities. The recommended strategy for this position is growth and build, which includes market expansion, product innovation, capacity improvement, promotional investment, and strategic partnerships.

Table 5. IE

	Weak (1.0–1.99)	Medium (2.0–2.99)	Strong (3.0–4.0)
High (3.0–4.0)	Sel 1	Sel 2	▨ Sel 3 (AGRESIF)
Medium (2.0–2.99)	Sel 4	Sel 5	Sel 6
Low (1.0–1.99)	Sel 7	Sel 8	Sel 9

Source: Analysis of research results

SWOT Matrix

A SWOT analysis was conducted to identify the company's strengths, weaknesses, opportunities, and threats, and to develop strategy alternatives from their combinations:

- SO (Strength–Opportunity) Strategies: Utilize internal strengths to seize external opportunities, such as expanding online markets and establishing partnerships with event organizers and hotels.
- ST (Strength–Threat) Strategies: Leverage strengths to mitigate potential threats, such as focusing on product innovation and maintaining high-quality standards.
- WO (Weakness–Opportunity) Strategies: Exploit opportunities to overcome internal weaknesses, such as providing training on raw materials and aesthetic arrangement.
- WT (Weakness–Threat) Strategies: Minimize weaknesses and avoid threats by building a loyal customer database and establishing periodic market research.

Decision-Making Stage

To determine the most appropriate and prioritized strategy, the Analytical Hierarchy Process (AHP) was applied. This method involved constructing a hierarchical model consisting of:

- The main objective (selecting the best strategy),
- Criteria (SWOT categories), and
- Alternatives (SO1–SO3, WO1–WO3, ST1–ST3, WT1–WT3).

Assessments were obtained from the business owner and two key staff members using a pairwise comparison questionnaire. The data were processed in Microsoft Excel, and the resulting Consistency Ratio (CR) was 0.03, indicating a reliable and acceptable level of consistency in decision-making.

Strategic Priority Results (Table xxx):

The strategy with the highest priority weight is WT2: Build a loyal customer database (0.233). This strategy is deemed most critical for sustaining business performance during periods without major events, ensuring a more stable and predictable revenue stream. Other high-priority strategies include:

- SO1: Expand online market reach (0.133)
- WT3: Conduct periodic market research (0.096)
- WO1: Provide training on raw material and design aesthetics (0.086)

The strategy with the lowest weight is SO3: Participate in MSME programs to improve employee skills (0.039). While still relevant, it is considered less urgent compared to other alternatives. In summary, the AHP results emphasize the importance of customer-focused strategies, digital market expansion, and adaptability in ensuring the growth and sustainability of Jagorawi Florist MSME. A gradual and consistent implementation of these strategies is expected to enhance competitive advantage and business resilience in an increasingly dynamic and digital business environment.

Business Model Development Strategy for Jagorawi Florist MSME Using the Business Model Canvas Approach

Existing Business Model

An in-depth interview was conducted with the owner and manager of Jagorawi Florist MSME to obtain a comprehensive understanding of the current business model using the Business Model Canvas (BMC) framework. The interview focused on the nine core elements of BMC, summarized as follows:

Research Article

Customer Segments: Jagorawi Florist targets a wide market segment, including teenagers to older adults, across various economic backgrounds. The primary customers are individuals needing floral bouquets for events such as graduations, birthdays, weddings, or corporate occasions.

Value Proposition: The business offers high-quality, aesthetically pleasing, and customizable bouquets at affordable prices. The service is known for being friendly and responsive, helping customers select suitable designs for special moments.

Channels: Products are sold through a physical store and online platforms including Instagram, Whats App Business, Ticktock, and e-commerce marketplaces. Marketing relies on organic promotion and word of mouth.

Customer Relationships: Jagorawi Florist builds strong relationships through direct communication, both offline and online. Personalized service and quick responses are key strategies for maintaining customer loyalty and satisfaction.

Revenue Stream: Main revenue comes from the sale of fresh flower bouquets. Additional income is generated from complementary products such as vases, greeting cards, and small decorative items.

Key Resources: Key resources include human resources (six employees), physical assets (shop, tools, chillers), financial capital (self-managed), and strategic digital and supplier networks.

Key Activities: Core activities involve sourcing fresh flowers and materials, arranging customized bouquets, and marketing through both offline and online channels.

Key Partnerships: The business partners with flower suppliers, delivery services, and digital platforms to support operations and expand market reach.

Cost Structure: Costs include variable expenses (materials, utilities) and fixed expenses (employee salaries). These are managed regularly to ensure operational sustainability.

A visual representation of this model is provided in the Business Model Canvas diagram (Figure 4.8), which illustrates how Jagorawi Florist creates, delivers, and captures value through its internal operations and customer engagement strategies

Table 6. Summary of Business Model

Key Partners	Key Activities	Value Proposition	Customer Segments
· Local flower suppliers · Solivery services	· Purchasing raw materials · Arranging flower bouquets	· Fresh flower bouquets with a variety of sizes and designs	· General consumers · Bouquet buyers for personal events and celebrations
Key Resources	Channels	Cost Structure	Revenue Streams
· 6 employees · Flower arrangement tools · Business location · Flower suppliers	· Physical store · Social media · Simple marketplace	· Employee salaries · Cost of raw materials & supplies	· Flower bouquet sales · Sales of supporting accessories

Business Model Design

The business model development strategy for Jagorawi Florist was formulated using SWOT and AHP analyses. The AHP results indicate that the highest-priority strategy is market expansion. This strategy serves as the foundation for redesigning the Business Model Canvas (BMC) to enhance business growth, operational efficiency, market reach, and competitiveness.

Research Article

The redesigned BMC incorporates improvements in all nine elements to support the market expansion strategy:

Customer Segments: Added corporate clients (e.g., offices, hotels), wedding/event organizer markets, and decoration subscription services.

Value Propositions: Customized designs, eco-friendly packaging, express bouquet service, and scheduled delivery.

Channels: Development of an e-commerce website, integration with GrabMart/Shopee, and WhatsApp API for automated ordering.

Customer Relationships: Loyalty programs, promotional broadcasts via WhatsApp, customer testimonials, and CRM system implementation.

Revenue Streams: Flower bouquet + hampers packages, office subscriptions, and flower arrangement classes (online/offline).

Key Resources: Additional flower coolers, regular employee training, and simple stock/finance management software.

Key Activities: Seasonal promotions, regular design reviews, content creation, and influencer collaborations.

Key Partnerships: Direct flower farmers, wedding planners/decorators, and fast delivery services (e.g., ride-hailing couriers).

Cost Structure: Bulk flower purchasing, optimized work scheduling, and regular cost evaluations.

The redesigned model reflects a strategic transformation that enables Jagorawi Florist to sustain competitiveness through innovation, customer engagement, and market diversification.

DISCUSSION

Based on the internal and external analyses, Jagorawi Florist is positioned strongly for aggressive business development, as reflected by an Internal Factor Evaluation Score (IFAS) of 3.52 and an External Factor Evaluation Score (EFAS) of 3.09. This places the business in Quadrant II of the Internal–External (IE) Matrix, indicating a favorable strategic condition where internal strengths are well-aligned with external opportunities. Such a position supports business expansion efforts and suggests readiness to pursue growth-oriented strategies.

Through the integration of SWOT and Analytic Hierarchy Process (AHP) methods, the most recommended strategic direction identified is the expansion of market share, particularly through enhanced digital marketing and the development of customer loyalty. This strategic focus is considered highly relevant for ensuring the resilience and sustainable growth of the enterprise, especially amid seasonal demand fluctuations and rising industry competition.

The priority strategies were further translated into the Business Model Canvas (BMC) framework by implementing strategic enhancements across all nine elements. Customer segments have been expanded to include corporate clients, event organizers, and subscription-based markets, thereby increasing recurring revenue opportunities. The value propositions have been refined to offer personalized services, fast delivery, eco-friendly packaging, and customizable bouquet designs. Channels have been improved through the development of proprietary e-commerce platforms, integration with online marketplaces such as GrabMart and Shopee, and the use of WhatsApp API for automated ordering. Customer relationships are now supported by loyalty programs, CRM systems, and scheduled promotional content, while revenue streams have been diversified with the addition of hampers, monthly subscriptions, and floral workshops.

Research Article

Key resources are directed toward service quality and operational efficiency through the acquisition of floral cooling systems, employee training, and digital inventory and finance systems. Key activities now include periodic product redesign, digital content creation, seasonal promotions, and influencer collaborations. Strategic partnerships have been built with local flower farmers, wedding planners, and logistics services to strengthen supply chains and delivery networks. Meanwhile, the cost structure has been optimized through bulk procurement, efficient work scheduling, and regular financial reviews to maintain profitability.

The SWOT analysis highlighted several strategic factors: strengths such as high-quality floral products, responsive customer service, and a reliable supplier network; weaknesses including seasonal sales dependency and limited staff knowledge on floral materials; opportunities such as increasing demand for decorative floral gifts, aesthetic awareness, and digital platforms; and threats like high industry competition and rapid shifts in consumer preferences.

According to the AHP analysis, the highest-ranked strategic priorities are: (1) strengthening digital marketing through social media and e-commerce platforms, (2) developing more creative and trend-aligned floral bouquet products, and (3) establishing partnerships with event organizers, hotels, and institutions to expand market reach. These strategies form the foundation of a sustainable business development path for Jagorawi Florist in a highly competitive and dynamic market environment.

REFERENCES

[1] I. S. Ilyas, C. S. Rahardi, and A. Kurniawan, "The Influence of Flood Disasters on Economic Growth and Poverty in Indonesia," Ganaya J. Ilmu Sos. dan Hum., vol. 8, no. 1, pp. 98–108, 2025, doi: 10.37329/ganaya.v8i1.3657.

[2] A. Dhama, A. Kaur, E. S. Döngül, and N. Singh, "Artificial Intelligence and Sustainable Green Fashion Industry," in Handbook of Artificial Intelligence Applications for Industrial Sustainability, CRC Press, 2024, pp. 74–91. doi: 10.1201/9781003348351-6.

[3] E. A. Amelia, "Business model analysis in Kartinipedia application using business model canvas (BMC) approach," Int. J. Econ. Bus. Account. Res., vol. 6, no. 1, pp. 878–890, 2022, doi: 10.4067/S0718-18762015000300005.

[4] E. Albats, D. Podmetina, and W. Vanhaverbeke, "Open innovation in SMEs: A process view towards business model innovation," J. Small Bus. Manag., vol. 61, no. 6, pp. 2519–2560, 2023, doi: 10.1080/00472778.2021.1913595.

[5] R. Kurniawati, H. Aulawi, and S. Rismawati, "Analisis Strategi Pengembangan Bisnis dengan Metode Business Model Canvas (BMC) dan Quantitative Strategic Planning Matrik (QSPM)," J. Kalibr., vol. 20, no. 2, pp. 93–101, 2022, doi: 10.33364/kalibrasi/v.20-2.1152.

[6] R. W. Puyt, F. B. Lie, and C. P. M. Wilderom, "The origins of SWOT analysis," Long Range Plann., vol. 56, no. 3, p. 102304, 2023, doi: 10.1016/j.lrp.2023.102304.

[7] G. Pagot and N. Andrighetto, "Fuel for collective action: A SWOT analysis to identify social barriers and drivers for a local woody biomass supply chain in an Italian alpine valley," Heliyon, vol. 10, no. 19, 2024, doi: 10.1016/j.heliyon.2024.e38170.

[8] M. Macchiaroli, L. Dolores, and G. De Mare, "Multicriteria Decision Making and Water Infrastructure: An Application of the Analytic Hierarchy Process for a Sustainable Ranking of Investments," Appl. Sci., vol. 13, no. 14, p. 8284, 2023, doi: 10.3390/app13148284.

[9] G. Popescu and C. Gasparotti, "SWOT-AHP hybrid method for ranking the strategies in the shipbuilding sector," J. Bus. Econ. Manag., vol. 23, no. 3, pp. 706–730, 2022, doi: 10.3846/jbem.2022.17029.

[10] P. Ningsih and A. Ahadiat, "Pengembangan Strategi Bisnis dengan Pendekatan BMC pada Startup Digital," Econ. Digit. Bus. Rev., vol. 4, no. 2, pp. 138–154, 2023, doi: 10.37531/ecotal.v4i2.679.

Research Article

[11] K. Mady, M. Battour, M. Aboelmaged, and R. S. Abdelkareem, "Linking internal environmental capabilities to sustainable competitive advantage in manufacturing SMEs: The mediating role of eco-innovation," J. Clean. Prod., vol. 417, no. 11, p. 137928, 2023, doi: 10.1016/j.jclepro.2023.137928.

[12] M.-L. Verreynne, J. Ford, and J. Steen, "Strategic factors conferring organizational resilience in SMEs during economic crises: a measurement scale," Int. J. Entrep. Behav. Res., vol. 29, no. 6, pp. 1338–1375, 2023, doi: 10.1108/IJEBR-07-2022-0681.

[13] M. Pepin, M. Tremblay, L. K. Audebrand, and S. Chassé, "The responsible business model canvas: Designing and assessing a sustainable business modeling tool for students and start-up entrepreneurs," Int. J. Sustain. High. Educ., vol. 25, no. 3, pp. 514–538, 2024, doi: 10.1108/IJSHE-01-2023-0008.

[14] M. Simanjuntak, "Designing of service dominant logic and business model canvas: Narrative study of village tourism," Golden Ratio Mark. Appl. Psychol. Bus., vol. 1, no. 2, pp. 73–80, 2021, doi: 10.52970/grmapb.v1i2.60.

[15] E. Chumaidiyah, P. Maulani Fauzi, and A. Abdulbasah Kamil, "Enhancement of SME feasibility through the integration of BMC, functional organization, and SCM," Cogent Bus. Manag., vol. 11, no. 1, p. 2315678, 2024, doi: 10.1080/23311975.2024.2315678.

[16] H. Hasbullah, J. Haekal, P. R. Prayogi, and D. E. A. P. D. Eko, "Business development strategy using swot analysis method in culinary industry," J. Ind. Eng. Manag. Res., vol. 2, no. 3, pp. 53–61, 2021, doi: 10.7777/jiemar.v2i3.146.

[17] B. Więckowska, M. Raulinajtys-Grzybek, and K. Byszek, "Using the dynamic SWOT analysis to assess options for implementing the HB-HTA model," Int. J. Environ. Res. Public Health, vol. 19, no. 12, p. 7281, 2022, doi: 10.3390/ijerph19127281.

[18] M. Christian, G. D. Rembulan, L. B. Sugiyanto, H. Yulita, S. Sunarno, and M. C. Leonardo, "SWOT Analysis for Small-Scale Business Sustainability: Proposing a Digital Marketing Approach for a Flower Market Center in Indonesia," in Business Development via AI and Digitalization: Volume 2, Springer, 2024, pp. 47–58. doi: doi.org/10.1007/978-3-031-62106-2_4.

[19] V. Jain, P. Ajmera, and J. P. Davim, "SWOT analysis of Industry 4.0 variables using AHP methodology and structural equation modelling," Benchmarking An Int. J., vol. 29, no. 7, pp. 2147–2176, 2022, doi: 10.1108/BIJ-10-2020-0546.

[20] T. L. Saaty et al., The Analytic Hierarchy Process: Beyond "Getting to Yes" in Conflict Resolution. Springer, 2022. doi: 10.1007/978-3-030-83958-1_3.

[21] M. Mahera, T. Wahyuningrum, and D. P. Rakhmadani, "Kombinasi AHP dan Analisis SWOT dalam Strategi Peningkatan Ranking Webometrics pada Kriteria Excellence," JRST (Jurnal Ris. Sains dan Teknol., vol. 6, no. 2, p. 189, 2022, doi: 10.30595/jrst.v6i2.14500.

[22] D. Mario and S. -, "Penerapan Metode Analytical Hierarchy Process (AHP) dalam Menetapkan Kompetensi dan Penilaian Kinerja Karyawan (Studi Kasus PT. Mitra Cipta Kosindo Pekanbaru)," SATIN - Sains dan Teknol. Inf., vol. 2, no. 2, pp. 37–44, 2018, doi: 10.33372/stn.v2i2.343.

[23] Ç. K. Kaymaz, S. Birinci, and Y. Kızılkan, "Sustainable development goals assessment of Erzurum province with SWOT-AHP analysis," Environ. Dev. Sustain., vol. 24, no. 3, pp. 2986–3012, 2022, doi: 10.1007/s10668-021-01584-w.

[24] A. N. Mumuni, F. Hasford, N. I. Udeme, M. O. Dada, and B. O. Awojoyogbe, "A SWOT analysis of artificial intelligence in diagnostic imaging in the developing world: making a case for a paradigm shift," Phys. Sci. Rev., vol. 9, no. 1, pp. 443–476, 2024, doi: 10.1515/psr-2022-0121.

[25] N. Munier and E. Hontoria, Uses and Limitations of the AHP Method. Springer, 2021. doi: 10.1007/978-3-030-60392-2.

[26] R. D. Pasaribu, D. Shalsabila, and T. Djatmiko, "Revamping business strategy using Business Model Canvas (BMC), SWOT analysis, and TOWS matrix," Herit. Sustain. Dev., vol. 5, no. 1, pp. 1–18, 2023, doi: 10.37868/hsd.v5i1.125.

[27] Q. Shi et al., "An evolutionary game-based simulation study of a multi-agent governance system for smart senior care services in China," BMC Geriatr., vol. 23, no. 1, p. 871, 2023, doi: 10.1186/s12877-023-04521-w.

[28] A. M. A. Zamil, S. Ali, M. Akbar, V. Zubr, and F. Rasool, "The consumer purchase intention toward hybrid electric car: A utilitarian-hedonic attitude approach," Front. Environ. Sci., vol. 11, p. 1101258, 2023, doi: 10.3389/fenvs.2023.1101258.

[29] A. Ghanad, "An Overview of Quantitative Research Methods," Int. J. Multidiscip. Res. Anal., vol. 06, no. 08, pp. 3794–3803, 2023, doi: 10.47191/ijmra/v6-i8-52.

[30] J. Odiadi, Qualitative and Quantitative Research in Business Studies: Managing. 2024. doi: 10.2139/ssrn.4876332.