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BUSINESS DEVELOPMENT STRATEGIES FOR EG GROUP

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ABSTRACT

EG Group is one of the wedding vendors in the area of Bogor City, which encompasses Kresna Tenda, Kresna Decoration, and Jeima Bridal. This research aims to analyze the macro and micro external factors of EG Group, analyze the internal factors of EG Group based on the distant environment and industry environment, and formulate appropriate strategies to be implemented by EG Group. The research was conducted in January 2023 - April 2023. The research was carried out at the EG Group office located at Jalan Kresna Raya No. 10 Indraprasta, North Bogor. The research findings are as follows: (1) External factors include the need of the community for holding wedding celebrations and changing wedding trends, (2) Internal strategic factors of the company include the merger that enables collaboration in the financial needs of the company and the limited scope of business which is confined to Bogor City, and (3) SWOT analysis reveals seven alternative business development strategies for EG Group, which include leveraging the benefits of the merger to improve efficiency and diversification, utilizing available capital to enhance branding and improving services by optimizing human resources, expanding the range of decoration and wedding attire services to meet the needs of the community, utilizing positive relationships to drive performance improvement, maximizing the capabilities of existing resources to compete in the wedding industry, forming an R&D team to innovate in response to changing trends, and expanding the business scope.

INTRODUCTION

The population in Indonesia has increased from year to year. In 2022, there are 49,405,808 million people living in the West Java region. The total number of residents occupying positions in West Java is 1.59% Pre Boomer, 10.90% Baby Boomer, 11.56% Post Gen Z, 22.00% Gen X, 26.07% Millennial, and 27.88% Gen Z. The total population indicates that the generation that dominates the West Java region is the Millennial generation from 1981 to 1996 and Gen Z from 1997 to 2001. The large number of productive age groups has encouraged the business industry in Indonesia and West Java to continue to experience growth. One of the businesses that is experiencing development is the business in the wedding industry. This is supported by the large number of population in Indonesia which has increased and there are guidelines for eastern cultural communities to be able to get married.

Table 1. Number of Married Couples in the Bogor Region

No.	Year	Number of Pairs
1	2015	34,134
2	2017	33,645
3	2018	42,089

4	2020	35,277

Source: West Java Province Central Bureau of Statistics 2015-2020

Table 1 shows that the highest number of married couples in Bogor City was in 2018 with 42,089 couples, while the lowest number was in 2017 with 33,645 couples. Data on the number of marriages carried out by couples in the Bogor and West Java regions are data recorded by the Central Bureau of Statistics for the West Java region.

Referring to the data presented regarding the increase or decrease in the number of married couples, this is not an obstacle for creative entrepreneurs in the wedding industry to develop their markets and innovate. This is inseparable from the lifestyle of the people where weddings are an important part of life in the 21st century. In terms of culture in Indonesia, there are several stages of the event that are carried out before getting married. Among them are engagement events, recitation, and splashes. This series of activities has become a culture for the Indonesian people and has become a guideline for carrying out pre-marriage arrangements. The Wedding Event Management Company (Hastana) and the Indonesia Professional Organizers Society (IPOS) said that in 2019, the wedding industry business reached IDR 56 trillion. The wedding industry in question includes catering, decoration, bridal, photography, merchandise, and several other businesses.

The increasing number of vendors in Indonesia is a motivation for potential customers to be able to make the best choice for the event to be held. Sujisha and Manikandan (2014) explain that motivation is the force that drives individuals to take an action. The emergence of many new interests in individuals related to behavioral values and personality traits that are connected to motivation (Kamakura & Novak, 1992). Motivation is divided into two, namely push factor and pull factor. Baloglu and Uysal (1996) explain that the main things in the push factors are knowledge, routine, authority, and social factors that are considered in motivation. Meanwhile, pull factors are created for purposes outside the environment, such as budget, atmosphere, services, access, facilities, and transportation. This customer motivation then drives the competition that occurs in the wedding industry.

A competition occurs when organizations and individuals compete with each other to achieve the goals desired by consumers, target markets, and the resources needed (Kabeyi, 2019; Mulyani et al., 2020; Varadarajan, 2020). The competition that arises in the industry depends on 5 competitive forces. The strength that is owned is the driving force to know the potential of the industry in managing the capital that has been invested for the long term (Porter, 2002). There are 5 competitive forces, namely the emergence of new entrants, the threat of substitute products, the bargaining power of buyers, the bargaining power of suppliers, and conventional competition (Mathooko & Ogutu, 2015; Porter, 2002).

Competition is an attempt to determine the position of an organization in the scope of competition. If the number of competitors is large and balanced, the competition will be high because each organization has almost the same resources. Meanwhile, if there are differences in resources in competition, there will be differences in the organization that becomes the market

leader and the organization that acts as a follower (Jusuf, 2008). Competition also occurs because there are one or more organizations trying to meet consumer needs in accordance with the capabilities and resources owned by each organization. Innovation is something that must be done by an organization as a differentiator from its competitors.

Turban and Trott (2001) explained that innovation is the heart of every activity that has an important role in the running of the company, ideas, technology development, and marketing of a product. Ellitian and Anatan (2009) reveal that innovation is a change made within a company by using creativity in creating new products or services or ideas related to developments within and outside the organization (Anatan & Ellitan, 2009).

The expansion of the wedding industry is an effort to provide solutions from customer responses (Maheshwari, 2018). Every customer who becomes a bride and groom expects the best wedding, because marriage is an important moment in the life of the bride and groom. Therefore, the wedding vendor business is a business that has great opportunities. Wedding vendors provide various services needed during the wedding (Bornman & Steenkamp, 2023). In addition, along with the maturation of an increasingly modern environment and the demands of society who increasingly don't have time to prepare for their wedding, wedding vendors are the right solution for couples to realize their dream wedding according to their needs.

Wedding industry business is increasingly widespread in various regions in Indonesia. One of them is in Bogor City. The following are the wedding vendor businesses in Bogor, the data is presented in Table 2.

Table 2. List of EG Group competitors

Vendor Name	Type of Business
EG Group	Decoration, tent, makeup & wedding attire
Myra Salon	Makeup & wedding attire
Beauty by Kalza	Makeup & wedding attire
Wedding Design Bogor	Decoration
Kabita Wedding	Decoration
Puzzle Decoration	Decoration
Paramita Wedding House	Decoration, tent, makeup & wedding attire
Laras Wedding	Wedding package
Diva Catering & Decoration	Wedding package
Egha Makeup	Makeup & wedding attire
Tenda Destarata	Decoration, tent
Ikea Wedding Dream	Makeup & wedding attire
Azter Art Decor	Decoration

Source: Company's Internal Data

EG Group is one of the wedding vendors in the Bogor City area that houses Kresna Tenda, Kresna Decoration, and Jeima Bridal. Kresna Tenda was founded in 2000 which has a scope of

business in the field of tent rental services. Furthermore, the company added a business unit in the decoration sector in 2008, namely Kresna Decoration. Kresna Decoration focuses on wedding decoration services and wedding support events and is inventory supported by Kresna Tenda. Seeing growing market opportunities, Kresna added his business unit in the field of wedding dress rental and make-up artist services, named Jeima Bridal in 2012. All three are under the auspices of one owner, but focus on separate business areas. Until 2020, when the Covid-19 pandemic hit and there was a very significant decline in each business unit, the three business units joined under the parent company, namely the EG Group.

This research aims to analyze the macro and micro external factors of EG Group, analyze the internal factors of EG Group based on the distant environment and industry environment, and formulate appropriate strategies to be implemented by EG Group. The research is expected to contribute to a wider range of knowledge regarding business challenges, especially in event organizer sector.

METHODS

The research was conducted in January 2023 - April 2023. The research was carried out at the EG Group office located at Jalan Kresna Raya No. 10 Indraprasta, North Bogor. The data used in this study are primary and secondary data. The primary data in the study was conducted by interviewing and giving questionnaires to the founder, CEO, manager of the EG Group, members of the Indonesian Decoration Service Entrepreneurs Association (ASPEDI), and members of the Indonesian Dress and Wedding Entrepreneurs Association (APPGINDO).

Secondary data is data taken indirectly because the required data is available from internal and external sources. Secondary data from internal sources is taken from company reports, while external data comes from the internet, journals and books.

Table 3. Types of Data and Data Sources

Data Type	Data source
Primary data	Interviews and questionnaires
1. Current condition of the company	1. Founder of EG Group
2. *Internal* and *external factors* EG Group	2. CEO of EG Group
3. Strategy Recommendations	3. EG Group CFO
	4. Member of the Association of Indonesian Decoration Service Entrepreneurs (ASPEDI)
	5. Member of the Association of Indonesian Wedding and Dress Entrepreneurs (APPGINDO)
Secondary Data	
1. Company profile	
2. Research supporting documents	

The methods used to obtain the required data are library research, interviews and questionnaires. Interviews were conducted in person with the founder, CEO, CFO of the EG Group, members of the Indonesian Decorating Service Entrepreneurs Association (ASPEDI), and members of the Indonesian Wedding and Gown Employers' Association (APPGINDO). This interview technique takes the form of a discussion to develop ideas and runs in two directions using a list of questions that have been prepared before the interview process takes place. Questionnaires are given in addition to the required data.

Processing of information and data in this study is based on the company condition of the EG Group which is processed quantitatively and analyzed qualitatively. The purpose of data processing is to design an EG Group business development strategy that can form a new business model. The steps taken are as follows:

1) External Factor: Analysis of the company's external factors to find out the threats and opportunities faced by the company in facing opportunities. External factors will be analyzed through PESTEL and the Five forces analysis. PESTEL stands for political, economical, sociocultural, technological, environmental and legal. PESTEL helps analyze the potential impact of the environment on the organization, thus helping the organization to know clearly the future business situation and how the company is likely to compete.
2) Internal Factor: An analysis of the company's internal factors is carried out to explore the strengths and weaknesses of the company. This is important so that the EG Group can maximize its strengths and try to reduce deficiencies.
3) SWOT-AHP analysis (A'WOT): A'WOT is the formulation of a strategy by combining two analytical tools, namely SWOT (Strengths, Weaknesses, Opportunities, Threats) and AHP (Analytical Hierarchy Process). SWOT analysis is used as a qualitative analysis tool by generating alternative strategies by looking at internal and external factors. Meanwhile, AHP is used to give weights to each level and provide an assessment to find out the right strategy from the SWOT matrix strategic alternatives (Kangas et al. 2001). The results of the SWOT analysis are then described with a hierarchical structure as follows:

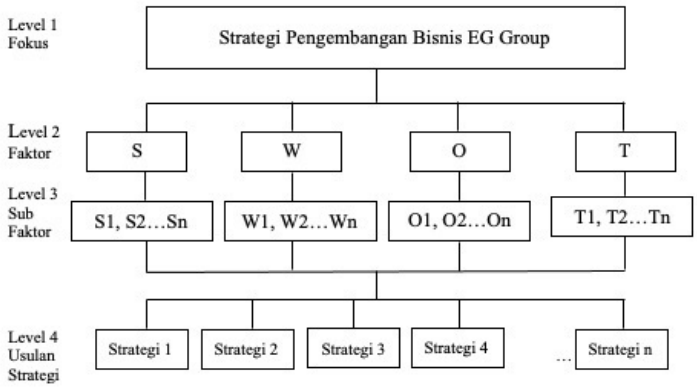

Figure 1. Hierarchical Structure of the SWOT-AHP Analysis
Source: L. Saaty (2012)

Level 1 is the goal that the company wants to achieve, namely the EG Group business development strategy. Level 2 is identified internal and external factors in the form of Strengths, Weaknesses, Opportunities and Threats. Level 3 are the factors identified in each SWOT component and described in S1, S2, Sn, W1, W2, Wn, O1, O2, On, T1, T2, Tn. Level 4 is an alternative strategy that will be evaluated and comparisons made in order to obtain the expected strategy.

Build a paired matrix in which each hierarchical level has a relationship with the level above it. Pairwise comparison matrices were then arranged according to the respondents' assessment by comparing each of the selection criteria. The paired comparison scale values are explained as follows:

Table 4. Pairwise Comparison Value Scale

Interest Intensity	Definition
1	Just as important as the others
3	A little more important than the others
5	Quite important compared to the others
7	Very important compared to others
9	Extreme importance than others
2, 4, 6, 8	Score between two adjacent assessments
Reciprocal	If element I has one of the above numbers compared to element j, then j has the opposite value when compared to i

Source: Mulyono (2004)

Using the SWOT matrix to develop alternatives to the EG Group's alternative strategy. The analysis was carried out by matching the company's internal and external factors where both are data obtained through the input stage. The analysis resulted in four choices of alternative strategies namely SO, ST, WO, and WT.

Table 5. SWOT Matrix

	Strengths	***Weaknesses***
Threats	ST Utilize the potential to deal with threats	WT Minimizing weaknesses to deal with threats
Opportunities	SO Utilize potential to seize opportunities	WO Overcome weaknesses to seize opportunities

Source: Rangkuti (2006)

Each alternative strategy is obtained through a SWOT analysis by doing pairwise comparisons to get a priority scale. Priority strategies will be implemented through value ratings. The next step

is to evaluate the entire hierarchy by multiplying each consistency index by the priority of the relevant criteria and summing the results. Results were then shared with the same questions using a random consistency index that corresponded to each matrix dimension. Each index of random consistency is also weighted according to the priority of the relevant criteria and the results are summed. The consistency of the entire AHP is assessed from various considerations by looking at the Consistency Ration (CR) of the Consistency Index (CI) with the correct value.

RESULTS AND DISCUSSION

EFE Matrix Analysis

Table 6. EFE Matrix

External Strategic Issues	Source	Weight	Ratings	Weighted Score
Opportunity				
Recruitment of employees in the environment around the company	PESTEL (Social)	0.046	2	0.092
Community needs to hold a wedding party	PESTEL (Social)	0.086	3	**0.258**
Marketing using technology	PESTEL (Technological)	0.046	3	0.138
Wedding industry is experiencing growth	Five Forces	0.064	3	0.192
Improving the quality of services for prospective customers	Business Models	0.056	2	0.112
Good supplier relations so as to meet the needs of the company	Five Forces	0.058	3	0.174
The use of materials of the highest quality according to the price paid by consumers	Five Forces	0.072	3	0.216
Collaboration with wedding vendors outside the Bogor City area	Business Models	0.062	3	0.186
Implementation of the Wedding Expo	Business Models	0.058	3	0.174
Government support for the wedding industry business	PESTEL (Legal)	0.042	3	0.126
Total Chances				**1668**
Threat				
Decoration waste after the implementation of the wedding event	PESTEL (Environments)	0.052	3	0.156

Lower priced competitors	Five Forces	0.078	2	0.156
competitor in the wedding industry	Five Forces	0.076	2	0.152
Changing wedding trends	PESTEL (Economics)	0.088	3	**0.264**
The use of wedding vendors is only used once in a lifetime	PESTEL (Social)	0.072	3	0.216
Restrictions on weddings by the government	PESTEL (Political)	0.044	2	0.088
Total Threat				**1,032**
Total		1.00		**2,700**

The results of the weighting are assessments filled out by four experts, namely two people from the internal company (CEO and CFO), members of APPGINDO, and members of ASPEDI. External strategic factors for EG Group's business opportunities include recruiting employees in the environment around the company, community needs to hold weddings, marketing using technology, the wedding industry is developing, improving the quality of services offered based on community needs, good supplier relations so that they can meet company needs, use of the highest quality materials according to the price paid by consumers, cooperation with wedding vendors outside the Bogor City area, holding Wedding Expos, and government support for the wedding industry business. As for external strategic factors, EG Group's business threats include decoration waste after the wedding event, competitors with lower prices, new competitors in the wedding industry, changes in wedding trends, the use of wedding vendors that are only used once in a lifetime, and restrictions government weddings.

The table shows that the main opportunity that is owned by the EG Group is the community's need to hold a wedding party of 0.258. According to the table, the external strategic threat factor is 0.264, namely the change in the trend of marriage. Trend changes are caused by many things, one of which occurred during the Covid-19 pandemic where there was a decrease in the use of wedding vendors due to restrictions and the bride and groom chose to have a simple wedding. This is a concern for the EG Group to take preventive action if restrictions occur again. Changes in consumer desire to hold events without involving wedding vendors are also a concern for the EG Group to develop an appropriate strategy.

IFE Matrix Analysis

Table 7. IFE Matrix Analysis

Internal Strategic Issues	Source	Weight	Ratings	Weighted Score
Strength				
Full capital ownership by the company	VRIO	0.068	3	0.204

The Sales & Marketing Division has competent performance	VRIO	0.058	4	0.232
Partnership with wedding vendors in Bogor City	RBV	0.074	4	0.296
Relationships with consumers are good	Business Models	0.046	3	0.138
Joined in an association in the wedding industry	RBV	0.072	3	0.216
Mergers produce collaboration in the company's financial needs	VRIO	0.092	4	**0.368**
The brand name of the company is well known in the Bogor City area	VRIO	0.048	3	0.144
Productive work environment	Business Models	0.054	3	0.162
Strategic location of EG Group offices	VRIO	0.058	4	0.232
Structural organizational structure	VRIO	0.088	4	0.352
Total Strength				**2,344**
Weakness				
Limited variety of services/products owned by the EG Group	VRIO	0.068	2	0.136
The limited range of businesses ranges from the Bogor City area	VRIO	0.072	2	**0.144**
Inadequate number of human resources	RBV	0.086	1	0.086
The use of technology is not maximized	VRIO	0.054	1	0.054
Limited number of operational vehicles	RBV	0.062	2	0.124
Total Weaknesses				**0.472**
Total		1.00		**2,816**

Source: Processed data (2023)

The results of the weighting are assessments filled out by four experts, namely two people from the internal company (CEO and CFO), members of APPGINDO, and members of ASPEDI. Internal strategic factors of EG Group's business strength are full capital ownership by the company, Sales & Marketing division has competent performance, partnerships with wedding vendors in Bogor City, good customer relations, joined in associations in the wedding industry , mergers result in collaboration in financial needs company, the company's brand name is well known in the Bogor City area , productive work environment, strategic location of the EG Group office, and a structural organizational structure. While the internal strategic factors of the EG Group's business weaknesses are the limited variety of services/products, limited business reach, inadequate number of human resources, the use of technology that is not optimal, and the number of operational vehicles owned is inadequate.

Table 18 shows that the main strength possessed by the EG Group is the merger with a weight score of 0.368. The merger carried out by the EG Group by bringing together the three business units facilitates the performance of the company. The EG Group can take advantage of cheaper human resources, property, assets, operational costs, and convenience in providing wedding packages that suit consumer needs. The total strength weight score of 0.368 is higher than the biggest weakness weight score of 0.144, namely the limited range of businesses in the Bogor City area. This shows that EG Group is able to take advantage of internal strengths and overcome weaknesses that arise in its business.

IE Matrix Analysis

The Internal-External Matrix is a matrix used to determine the company's position as seen in the nine-cell display. The purpose of making the IE matrix is to analyze two main dimensions, namely the total weighted average IFE on the X axis and the total weighted average on the Y axis. of 2,700 and a total score of the IFE EG Group matrix of 2,816. Thus, the IE EG Group matrix can be described as follows:

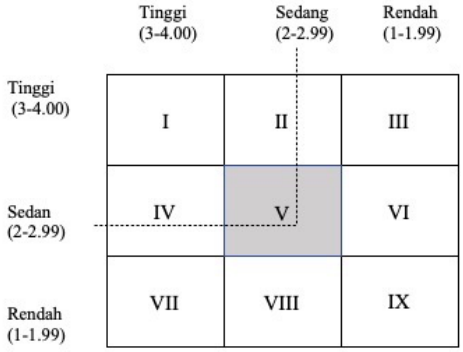

Figure 2. IE EG Group Matrix
Source: Processed data (2023)

Based on Figure 2, it can be seen that the current position of the EG Group is in quadrant V which indicates that the EG Group is in a hold and maintain (stabilization) position. The strategies that can be implemented by the EG Group are market penetration and product development. Market penetration explains that there is unmet demand in the market and consumers have unused resources. The biggest factor of market penetration is to provide benefits by adjusting to market demand, sales, and providing market response through price fixing and promotions. Market penetration strategies that can be carried out by the EG Group include adjusting prices to the budget owned by consumers, expanding wedding themes not only focusing on national customs, and conducting marketing using e-catalog media to make it easier for consumers to see the EG Group's portfolio.

While the product development strategy is a strategy used to improve existing products. By carrying out a market penetration or product development strategy, EG Group can innovate based

on the services/ products it has. Product development strategies that can be implemented include providing decoration services and renting or buying bride robes.

SWOT Matrix Analysis

Table 8. SWOT Matrix Analysis

	Strength (S)	Weakness (W)
Strength Weakness	1. Full equity ownership by the company 2. Sales & Marketing Division has competent performance 3. Partnership with wedding vendors in Bogor City 4. Relationship with consumers is good 5. Joined in an association in the wedding industry 6. Mergers result in collaboration in the company's financial needs 7. The brand name of the company is well known in the Bogor City area 8. Productive work environment 9. Strategic location of the EG Group office 10. Structural organizational structure	1. Limited diversity of services/products owned by the EG Group 2. Limited range of business ranges in the city of Bogor 3. Inadequate number of human resources 4. The use of technology is not maximized 5. Limited number of operational vehicles
Chance (O)	SO strategy	WO strategy
1. Recruitment of employees in the environment around the company 2. Community needs to hold a wedding party 3. Marketing using technology 4. wedding industry is experiencing growth	1. Utilizing owned capital to improve branding and improve services by maximizing human resources (S1, O3, O5, O7) 2. EG Group's good relations with various parties are used to encourage EG Group's	1. Adding a variety of services/products related to decoration and wedding attire by taking into account the needs of the community (W1, O2)

5. Improving the quality of services for prospective customers 6. Relationships with suppliers are good so as to meet the needs of the company 7. The use of materials of the highest quality according to the price paid by consumers 8. Collaboration with wedding vendors outside the Bogor City area 9. Implementation of the Wedding Expo 10. Government support for the wedding industry business	performance improvement in the wedding industry (S3, S4, S5, S8, S9, O1, O4, O6, O8, O9, O10)	
Threat (T)	ST Strategy	WT Strategy
1. Decoration waste after the implementation of the wedding event 2. Lower priced competitors 3. competitor in the wedding industry 4. Changing wedding trends 5. The use of wedding vendors is only used once in a lifetime 6. Restrictions on weddings by the government	1. Mergers with wedding organizers can increase efficiency and diversification (S6, S7, S10, T5) 2. Form a Research & Development team to innovate in dealing with changing wedding trends (S2, T4, T6)	1. Maximizing the capabilities of the resources you have to compete in the wedding industry (W3, W4, W5, T1, T2) 2. Expanding business reach to other cities outside Jabodetabek (W2, T3)

Source: Processed data (2023)

Analysis of Alternative Business Strategies

Analysis of alternative business strategies is carried out based on the formulation of the SWOT matrix of EG Group companies. The formulation of alternative business strategy results is explained as follows:

1) SO strategy
   a) Utilizing owned capital to improve branding and improve services by maximizing human resources (S1, O3, O5, O7)). EG Group has cashflow that is used to purchase needs related to wedding property. This capital can also be used for marketing purposes, because currently the EG Group is focused on marketing using social media Instagram.

Marketing can be used by creating a catalog in the form of a website and holding a Wedding Expo outside the Bogor City area. In addition, the utilization of human resources owned by the EG Group can be done by providing training to employees who have worked and recruiting new employees that are appropriate according to the company's vision and mission.

b) The good relations that the EG Group has with various parties are used to encourage EG Group performance improvement in the wedding industry (S3, S4, S5, S8, S9, O1, O4, O6, O8, O9, O10). EG Group has partnerships with other wedding vendors in the city of Bogor, the government, associations in the wedding industry , and consumers to make it easier for companies to develop their business. An example is forming a wedding package with other wedding vendors , to holding a Wedding Expo where the EG Group does not only participate as a participant, but as the organizer of the Wedding Expo. By establishing good relations with all parties, the EG Group does not only focus on B2C but also on B2B.

2) WO strategy: Increasing the diversity of services/products related to decoration and wedding attire by taking into account the needs of the community (W1, O2) . EG Group as a service/product provider for tents, decorations, and wedding attire has specific services/products. Lack of diversity relates to how companies innovate to meet market demands. For example, currently Jeima Bridal has fulfilled the wedding attire for the bride and groom and their nuclear family. In addition, the EG Group can add to its products, namely the bride robe which is used by the bride and groom during the makeup process. A good bride robe will add value to the sale because it is used by the bride and groom as a photo prop before holding a wedding. The bride robe can be included in products rented or sold by Jeima Bridal.
3) ST Strategy
   a) Mergers with wedding organizers can increase efficiency and diversification (S6, S7, S10, T5). The merger, which was carried out as a combination of three business units, made it easier for the EG Group to synergize in many ways, including those relating to income and costs. When one business unit experiences a financial deficiency, other business units can help fill the financial gap. As a form of reducing risk management, companies also merge to offer new products to potential customers. Collaborating with wedding organizers can provide a variety of services offered by the EG Group. The wedding organizer has a role to help prepare for the wedding event on the D-day as a whole. The wedding organizer has a related role with the three business units of the EG Group, but has a broader scope and acts as the organizer of the event.
   b) Form a Research & Development team to innovate in dealing with changing wedding trends (S2, T4, T6). The development of the wedding industry is the result of changing trends in society. Changing consumer tastes result in a push for companies to be able to meet consumer expectations. EG Group, which has started its business a long time ago, requires innovation that is specifically explored through the R&D process with a special

team. The team can be assigned to conduct product and market research, carry out development, and control the quality of services/products that are currently owned. That way, the EG Group is able to compete in the wedding industry with increasingly diverse competitors.

4) WT Strategy
   a) Maximizing the capabilities of the available resources to compete in the wedding industry (W3, W4, W5, T1, T2). The resources owned by the EG Group are tangible and intangible. Both synergize with each other to support the company's performance. These resources have the power to encourage companies to have high competitiveness and excel in their fields. For example, currently EG Group has one office and three operational vehicles. With these resources, the EG Group can receive orders from consumers that are tailored to the capabilities of the EG Group.
   b) Expanding business reach to cities other than Jabodetabek (W2, T3). Until now, the EG Group has only focused on marketing and receiving orders from the Jabodetabek Region, especially the City of Bogor. This is due to the limited mobility of the EG Group to bring human resources and property to other cities.

Table 9. EG Group Business Strategy SWOT Priority Weight

SWOT Factor (Weight)	Inconsistency Value	SWOT Subfactor	Weight
Strength (0.385)	0.09	Full equity ownership by the company	0.059
		Sales & Marketing Division has competent performance	0.186
		Partnership with wedding vendors in Bogor City	0.143
		Relationship with consumers is good	0.091
		Joined in an association in the wedding industry	0.050
		Mergers result in collaboration in the company's financial needs	**0.271**
		The brand name of the company is well known in the Bogor City area	0.031
		Productive work environment	0.052
		Strategic location of the EG Group office	0.028
		Structural organizational structure	0.089
Weaknesses (0.109)	0.08	Limited diversity of services/products owned by the EG Group	**0.402**
		Limited range of business ranges in the city of Bogor	0.283
		Inadequate number of human resources	0.176

		The use of technology is not maximized	0.077
		Limited number of operational vehicles	0.063
Chance (0.446)	0.06	Recruitment of employees in the environment around the company	0.029
		Community needs to hold a wedding party	0.113
		Marketing using technology	0.036
		wedding industry is experiencing growth	0.076
		Improving the quality of services for prospective customers	0.162
		Good supplier relations so as to meet the needs of the company	0.117
		The use of materials of the highest quality according to the price paid by consumers	**0.277**
		Collaboration with wedding vendors outside the Bogor City area	0.089
		Implementation of the Wedding Expo	0.067
		Government support for the wedding industry business	0.034
Threat (0.060)	0.06	Decoration waste after the implementation of the wedding event	0.162
		Lower priced competitors	0.170
		competitor in the wedding industry	0.078
		Changing wedding trends	**0.323**
		The use of wedding vendors is only used once in a lifetime	0.220
		Restrictions on weddings by the government	0.083

Source: Processed data (2023)

Based on the results in Table 9, it is explained that the highest weight in SWOT is found in the opportunity factor with a weight of 0.446. The next SWOT factor sequence is strengths with a weight of 0.385, weaknesses with a weight of 0.109, and threats with a weight of 0.060.

In the next stage, weighting is carried out on the subfactors of each group with pairwise comparisons. On the strength factor, there are subfactors, namely full capital ownership by the company, the Sales & Marketing division has competent performance, partnerships with wedding vendors in Bogor City, good customer relations, joining associations in the wedding industry, mergers result in collaboration in the company's financial needs, the company's brand name is well known in the Bogor City area, productive work environment, strategic location of the EG

Group office, and a structural organizational structure of 0.09. This shows that the value of the inconsistency ratio ≤ 0.1 then the assessment from pairwise comparisons is considered consistent. The weight value of the highest strength subfactor is a merger resulting in collaboration in the company's financial needs of 0.271. The merger carried out by the EG Group by combining three business units has reduced operational costs and increased the company's financial capacity. By carrying out a merger, the resources owned are combined so as to create efficiency that is felt not only by the internal company but also for consumers. An example is the convenience for potential customers to choose decorations and wedding attire at the EG Group office. That way, consumers can save their time and EG Group will benefit because potential customers choose several services/products offered.

Weakness factors consist of the limited diversity of services/products owned by the EG Group, limited range of businesses in the Bogor City area, inadequate number of human resources, not optimal use of technology, and limited number of operational vehicles with an inconsistency value of 0.08 which is considered eligible consistent. The highest weighting value is found in the limited variety of services/products owned by the EG Group of 0.402. EG Group has three types of business units, namely tent rental services, decorations, and wedding attire. However, these three business units have not been able to meet the overall needs of consumers when they are going to have a wedding. Such as meeting consumer needs for opening ceremonies, e-invitations, and wedding organizers. To be able to develop its business, the EG Group can collaborate with other wedding vendors to expand the market.

There are opportunity factors consisting of employee recruitment sub-factors in the environment around the company, community needs to hold weddings, marketing using technology, the wedding industry is developing, improving the quality of services for potential customers, good supplier relations so that they can meet company needs, using the best quality materials in accordance with the price paid by consumers, cooperation with wedding vendors outside the Bogor City area, implementation of Wedding Expos, and government support for the wedding industry business with an inconsistency value of 0.06 so that it is included in consistent requirements. The weight value for the highest opportunity is found in the use of the best quality materials according to the price paid by consumers with a weight of 0.277. The price range from the EG Group ranges from dozens to hundreds of millions of rupiah depending on the products/services taken by the EG Group. With a high enough price, consumers have expectations to get services/products in accordance with the price paid. EG Group needs to ensure that the quality of services/products provided is of high quality so that it can meet these consumer expectations.

Finally, there are threat factors with subfactors, namely decoration waste after the wedding event, competitors with lower prices, new competitors in the wedding industry, changes in wedding trends , the use of wedding vendors only once in a lifetime , and restrictions on weddings by the government with the inconsistency value is 0.06 which indicates that the comparison value has entered into consistent conditions. The highest threat weight value is found in the change in the trend of marriage of 0.323. Changes in wedding trends are related to how consumers have

certain tastes in holding weddings and how their needs are adjusted to their budget. An example is the emergence of intimate weddings where the bride and groom only invite a few family members and relatives which results in a simple wedding ceremony. This is a threat to the EG Group because if the wedding ceremony is held in a simple manner, then the purchases made by consumers towards the company are only on a small scale.

Business Strategy Priority Analysis

Strategic priority is obtained through a comparative assessment of the SWOT components against the seven alternative strategies formulated as follows:

Table 10. EG Group Business Strategy Priority Order

Strategy Type	Alternative Strategy	Weight	Priority
ST	Mergers carried out with wedding organizers can increase efficiency and diversification	0.208	1
SO	Utilizing owned capital to improve branding and improve services by maximizing human resources	0.174	2
WO	Increasing the diversity of services/products related to decoration and wedding attire by taking into account the needs of the community	0.154	3
SO	The good relations that the EG Group has with various parties are used to encourage increased company performance	0.132	4
WT	Maximizing the capabilities of the resources they have to compete in the wedding industry	0.127	5
ST	Form a Research & Development team to innovate in dealing with changing wedding trends	0.121	6
WT	Expanding business reach to other cities outside Jabodetabek	0.085	7

CONCLUSION

The company's externals are divided into external strategic factors, the main opportunities are the needs of the community to hold a wedding, while external strategic factors threaten changes in wedding trends. The results of the company's internal factor analysis, namely the strategic factor that the main strength possessed by the EG Group is mergers resulting in collaboration in the company's financial needs while the strategic factor of the main weakness of the EG Group is the limited range of businesses in the Bogor City area.

Based on the results of the SWOT analysis, there were seven alternative business development strategies for the EG Group, namely mergers carried out with wedding organizers to increase efficiency and diversification, utilizing existing capital to increase branding and improve services by maximizing human resources, increasing the variety of services/products related to

decoration and wedding attire by paying attention to the needs of the community, the good relations that the EG Group has with various parties are used to encourage increased company performance, maximize the capabilities of its resources to compete in the wedding industry, form a Research & Development team to innovate in dealing with changing wedding trends, and expanding its business reach to other cities outside Jabodetabek.

All EG Group employees are expected to be able to innovate and think creatively in developing the products/services offered and following the wedding trend in society. It is hoped that the EG Group will be able to increase the number of partnerships with other wedding vendors, expand the market by reaching areas outside Jabodetabek, and utilize technology in marketing. EG Group is expected to implement strategies and activity programs for the next five years using a strategic architectural approach to achieve the EG Group's vision.

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