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PREFACE 1

4th INTERNATIONAL CONFERENCE ON FAMILY BUSINESS AND ENTREPRENEURSHIP (ICFBE)

With great pleasure, our Conference, the 4th International Conference on Family Business and Entrepreneurship (ICFBE), secured the opportunity to cooperate with Majcafe for the special edition of 2021. This year's Conference is exceptional because of the Covid-19 pandemic, thus having it virtually or online. This year we take the theme "Emerging Research and Insights on Entrepreneurship and Family Business in Green Economics" in connection with the environmental issues that are increasingly impacting the growth of the business, especially family businesses leaning towards green alternatives. To add an exciting aspect to the Conference, we included a unique feature covering the socio-economic and business impacts of the COVID -19 pandemic. This theme is an important sub-theme that we offered to participants to support research related to the devastating socio-economic effects of the pandemic on local and global economies.

Even amid the COVID-19 pandemic, the participants' enthusiasm was quite good; we received more than 90 articles from 7 countries. All articles submitted to the Conference underwent a thorough review process in three accredited national journals. Finally, Majcafe Special Edition 2021 selected six papers from all articles submitted for this Conference.

Finally, I would like to thank the chief editor of Majcafe, Prof. Faridah Hj. Hassan who always respond well to all our communications. Hopefully, our collaboration will continue to grow in the future, and our academic community here in Indonesia will support the MajCafe publication.

Assoc. Prof. Dr Genoveva
Chairperson ICFBE 4th

PREFACE 2

24th MACFEA NATIONAL SEMINAR 2020

This Special Issue of MAJCAFE presents selected papers based on oral presentations at The 24th MACFEA National Seminar 2020, hosted by the Department of Marketing, School of Business Management, Universiti Utara Malaysia and jointly organised by the Malaysian Consumer and Family Economics Association (MACFEA). The 24th MACFEA National Seminar 2020 was held virtually on 24th November 2020 at the Universiti Utara Malaysia, Sintok, Kedah.

The seminar brings the theme "Paradigm Shift of New Norm Consumerism". This theme aligns with the current COVID-19 pandemic, which has a tremendous impact on consumer behaviour globally. One of the countless essential questions raised during the pandemic is how it will affect consumer behaviour. This situation is now considered the new normal, and it is shaping people's behaviour. With many travel restrictions still in place and people working remotely, fewer will travel for leisure or work purposes. Given the economic uncertainty and people will tend to spend less on unessential items and save more. Undoubtedly, the spread of this pandemic has forced a shift in consumption patterns and lifestyles among Malaysian consumers. The typical consumption and purchase behaviour are no longer the same as before. Therefore, this seminar is one of the best platforms that allow researchers and academicians to discuss the current shift in consumerism, family economy, and its consumption landscape holistically.

Finally, we selected a total of 6 papers that discussed relevant and current research outcomes for this Macjcafe special issue. The papers were about purchasing through an online food delivery system, cybersecurity behaviour in e-hailing services, money attitudes and life satisfaction, implied terms for consumer goods in an online transaction, financial vulnerability among B40 households and online re-patronage model for shariah hotels.

We extend our special thanks to the Dean of the School of Business Management, Universiti Utara Malaysia, Professor Dr Salniza Md Salleh, MACFEA President, Professor Dr Laily Haji Paim, and MACFEA 2020 Secretariat members from the Department of Marketing, Universiti Utara Malaysia. Thanks also to the contributing authors, who diligently follow the publishing guidelines and withstand the editorial process. Finally, we would like to express our special appreciation to Professor Dr Faridah Hassan, the Chief Editor of MAJCAFE and her dedicated team for their helpful guidance and commitment in publishing this Special Issue.

PM Dr Yaty Sulaiman
PM Dr Maria Abdul Rahman
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Ordinary membership of MACFEA is open to any Malaysian with a bachelor's degree and having a genuine interest in promoting the well-being of consumers, families and business communities. Associate membership is open to any individuals who enrolled in a program leading to diploma or degree in any field. Membership of any category will entitle a member to receive a free copy of the Malaysian Journal of Consumer and Family Economics (MAJCAFE) as long as he is a paid member.

Application for membership and enquiries for further information should directed to the Honorary Secretary, Malaysian Consumer and Family Economics Association, c/o Faculty of Human Ecology, University Putra Malaysia, 43400 UPM Serdang, Selangor Darul Ehsan or visit MACFEA website at www.macfea.com.my

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Family Entrepreneurship in Ornamental Plants During Covid-19 Outbreak

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Abstract

This study aims to analyse business conditions in the ornamental plants managed by family entrepreneurs during the Covid-19 outbreak. A case study was conducted in Cihideung Village, West Java Province, the centre of ornamental plants business. This research used a descriptive qualitative on SWOT analysis. Observation and interviews were used as the primary data collection techniques while literature review was used as the secondary data collection. SWOT analysis was used to identify the problem by systematically identifying various factors to formulate a business strategy (SO, ST, WO and WT strategies). The sampling method was done by purposive sampling as one of the non-randomized methods. The respondents were ten families who are running the ornamental plants business. The primary data were obtained by interviewing the respondents and observing them directly at the research site. The results of this study indicated that family entrepreneurship in ornamental plants could survive during the Covid-19 outbreak. Even some of them experienced an increase in income. It is closely related to the people's green lifestyle during the pandemic since the current condition creates the awareness to maintain the balance of nature. In conclusion, family entrepreneurs can survive if they implement right strategies by expanding distribution network, maintaining quality, creating better management and technology utilisation.

Keywords: Family entrepreneurship, ornamental plants, Covid-19 outbreak

1.0 Introduction

Currently, the world is facing a Covid-19 pandemic. Correspondingly, the pandemic has led to significant changes in our daily lives and is expected to continue until the virus is eradicated and the vaccine was found (Latip et al., 2020). Besides, the current global pandemic outbreak has a profound impact on all aspects of human life, such as the environment, economy and human activities (Siche, 2020).

The effect of Covid-19 on the community's economy is quite significant. People who work as office workers can work from home and still get a monthly salary. However, for people who work as day labourers and peddlers, *Pembatasan Sosial Bersekala Besar* significantly impacts their income. *PSBB* is a government policy to restrict social activities to stop the spread of the Covid-19 pandemic. Therefore, some were laid off because their companies went bankrupt, resulting in lost jobs and income (Rohmah, 2020).

These problems can be solved by carrying out family-based business activities. Developing a family entrepreneur can reduce dependence on job vacancies from companies, both government and private. Family entrepreneurs can support the economic growth of a country (Heck et al., 2008). In Indonesia, this trend has begun to emerge. It can be seen from the spread of agricultural business, such as selling ornamental plants. Currently, the development of domestic ornamental plant business activities is related to an increase in consumers. With the increasing use of ornamental plants, the domestic market demand in the last few years has increased sharply, causing the ornamental plant production sector in various regions to become more active and see this as an opportunity to meet consumer needs (Narpodo, 2015). Also, the government policy for the community to stay at home makes sales of ornamental plants increase by 50% as many people spend their spare time taking care of plants during the Covid-19 pandemic.

Cihideung Village is one of the Bandung Barat districts that has carried out community-based flower farming for generations. About 80% of Cihideung Village population are flower plant farmers, consisting of 30% cut flower farmers and 50% ornamental flower farmers. Nearly 85% of the population build greenhouses in their yards, where the ornamental plants are lined up and neatly arranged in every corner of the yard. Diverse cut flowers and ornamental plants are cultivated and sold by farmers in Cihideung Village, such as chrysanthemum, monstera, philodendron, aglaonema, alocasia, roses, orchids, lavender, begonias and others. Therefore, the selection of plant species to be cultivated becomes a significant opportunity for various economic and environmental aspects. Furthermore, flower farming in Cihideung Village aims to increase farmers' income and achieve sustainable agriculture by integrating three main goals: a healthy environment, economic profitability and social and economic justice (Sulaiman, 2020). However, the ornamental flower business is

relatively small in scale and there is a dependence on the selling price, which fluctuates over time, thus affecting farmers' income (Imam et al., 2018).

(Faiz et al., 2019) conducted a research that aims to analyse the characteristics and perspective of family business orientation in Turkey. (Timilsina et al., 2019) have studied the impact of Covid-19 pandemics on farming and agricultural systems. (Asmit et al., 2015) identified the characteristics of entrepreneurial smallholders and entrepreneurial characteristics that distinguished small farmers, viewed from its business's achievement. Unlike previous studies, this research's objective was to analyse businesses' conditions managed by the family entrepreneur during the Covid-19 outbreak. The method used descriptive qualitative of SWOT analysis approach.

2.0 Literature Review

2.1 Family Business

There are four cycles in a family business, namely entrepreneurship, growth, maturity and governance. Entrepreneurship is strongly dominated by family businesses, especially in small and medium enterprises. In Indonesia, a family business is essential because it can affect the nation's economic condition. Also, family businesses reduce unemployment by up to 60% (Credit Suisse, 2011). According to (Selznick, 1957), family entrepreneurship is a business owned by a family to develop an organisation that creates a family heritage and economic value. (Chrisman, 2003) described that family influences entrepreneurial activity through their aspirations and values. The family must maintain an entrepreneurial orientation across generations to create a lasting family legacy. On the other hand, entrepreneurship requires understanding on how family resources can be exploited and how family involvement can influence the type of business pursued and business performance.

(Leenders and Waarts, 2003) explained that the advantages of family business are stability, strong commitment, flexibility, long-term outlook and low cost. The family business has a greater sense of long-term commitment, resulting in good stability and flexibility while doing the business. Good stability and flexibility can lead to higher income and profit. Further, the owners have a better plan for their future to grow family business for the next generation and maintain their business for the long-term. Meanwhile, the disadvantage of a family

entrepreneurship is conflict within the family members. The family conflict will more likely lead to various problems like inequality of income, nepotism, arguments within family members and lack of job opportunities.

Marketing practices and strategic management are critical to the success of family firms (Reuber and Fischer, 2011). The sustainability of family firms depends on the individual or collective behaviour of the involved family members. The involved family members also play a crucial role in developing entrepreneurial behaviour (Randerson et al., 2015). Furthermore, family members are valuable resources in the family business regarding physical, financial and social capital. The members bring their existing resources and capabilities to their business, for example, commitment, loyalty, trust, company knowledge, quality social networks and assets (Kim and Gao, 2013). Therefore, the family members usually provide significant support to their business to ascertain good business performance. Each family members typically act as a marketing agent. Small family firms can achieve superior performance due to close kinship that allows them to supervise their marketing agents' behaviour to be more effective (Dyer, 2006). Therefore, many family firms tend to recruit family members because the resources from the members are negotiable and can reduce operational costs. The unique structure owned by this family firm motivates family managers to work towards a centralised corporate goal and contributes to the performance of the family firms (Kim and Gao, 2013).

2.2 Agriculture Business

Agricultural business could be defined as an enterprise that engages in processing, producing, marketing, distributing, and exporting agricultural products. Agricultural products include vegetables, fruits, flowers, and other ornamental or edible plant products (Yegge, 2006). Agricultural business management focuses on decision-making in the organisation related to the food system. In Indonesia, the agricultural sector has experienced an enormous change in recent years. Therefore, Indonesia has experienced major economic growth (Han and Hou, 2016). One of the agricultural subsectors is horticultural crops. The horticulture subsector consists of vegetables, fruits, floriculture and medicinal plants. In particular, floriculture commodities gain more attention in Indonesia.

The development of floriculture agribusiness recorded various successes from 2010 to 2016, including increased in production, productivity, planted area and export value. In that period, the production and productivity of diverse floricultural commodities increased by an average of 27% per year, the planted area increased by 15% per year, the GDP value of floriculture increased by 12% and the export value reached more than the US\$20 million (Directorate General of Horticulture, 2017). These commodities are traded in the country and exported to international markets. Cultivation of ornamental plants and flowers on a commercial scale is a source of economic income for households and the country. The ornamental flowers are now increasing in demand for public welfare, tourism development, the expansion of residential areas, the construction of hotels, offices and industry. Floriculture or ornamental plants include all plants, such as herbs, vines, shrubs or trees. People use plants as components of gardens, garden houses, room decorations, makeup/clothing materials or flower arrangements. This usage increases the economic value of ornamental flowers to be highly reliable as a profitable agribusiness commodity (Hendrarini, 2020).

2.3 Covid-19 Pandemic and Ornamental Flowers

In the current situation of the Covid-19 pandemic, the household budget is highly prioritized on the survival of the family and reducing economic activities in other sectors, particularly pure aesthetic industries such as ornamental and decorative products (Kerr, 2020). However, prolonged lockdown or quarantines results in mental health problems, including stress, loneliness and depression. Ornamental flowers are known to improve mental health and have been exploited in hortitherapy. Ornamental plants are used as supporting instruments to make the householders feel better (Reis, 2020). Ornamental products positively affect the quality of life and have considerable benefits on mental health and socialization activities. In some cases, the rise in house plants' sales is likely due to the assumption of their therapeutic effect to de-stress during the lockdown (Beckmann, 2020).

(Bratman et al., 2012) also supported that the cultivation and contemplation of flowers and ornamental plants can strengthen the population's mental health. It has been proven that hortitherapy helps in the treatment of mental illness. Gardening improves physical and mental health, which also can be used as a hobby and occupational therapy. Activities can be done outdoors or indoors, even in

cyberspace, with flowers and plants being used as a supporting instrument to make residents feel better, including the situation experienced during exile. Several scientific studies have demonstrated the positive effects of exposure to green, such as reducing stress, feelings of happiness, improve recovery from surgery, reducing vascular diseases, improve physical activity and mental health (Fagerholm et al., 2020). Besides, the ornamental flower can be employed as phytoremediation in reducing the risk of Covid-19 since ornamental plants can absorb gases (pollutants) through the surface area of leaves, their stomata, intercept particulate matter on their leaves and release oxygen as well. Therefore, ornamental plants function as natural filters (Okparavero, 2020).

2.4 SWOT Analysis

According to (Kotler, 2008), a SWOT analysis is defined as evaluating the overall strengths, weaknesses, opportunities and threats. In contrast, (Rangkuti, 1998) defined SWOT analysis as the analysis based on the logic that maximises the strengths and opportunities and minimises your weaknesses and threats. SWOT analysis is an instrument for the analysis of the internal and external environment of the business. Strengths and weaknesses are grouped into internal factors, while opportunities and threats are identified as external factors. This analysis is based on an effective strategy that minimises weaknesses and threats. If applied accurately, this simple assumption has a major impact on the design of a successful strategy. The determination of a successful strategy in accordance with the family business is by making a SWOT matrix. This SWOT matrix is built based on the analysis of strategic factors, both external and internal, focusing on opportunities, threats, strengths and weaknesses. The matrix can prepare strategic alternatives, namely: SO (Strengths-Opportunity), WO (Weakness-Opportunity), ST (Strengths-Threat) and WT (Weakness-Threat). By identifying the strengths, weaknesses, opportunities and threats, the business can develop a strategy based on the strengths, eliminate weaknesses, take advantage of the opportunity or counter the threat. Strengths and weaknesses were identified by internal environmental assessment, while opportunities and threats were identified by the external environment assessment (Yüksel et al., 2007).

3.0 Research Method

This research was conducted in Cihideung Village, Parongpong, Bandung Barat. The research location was determined purposively because Cihideung Village is one of the most comprehensive plant sales centres in Bandung. The area of Cihideung Village is 445,410 ha, with the following uses: 201,000 ha of residential area, 2,000 ha of the cemetery, 40,249 ha of the yard, 0.155 ha of office space and 11,243 ha of other public infrastructures. Cihideung has a stretch of area in highlands/mountains with an altitude of 800 meters above sea level (MASL) and mountain slopes of 15° to 85°. The average air temperature and rainfall range from 17° C to 24° C and 2,000 and 5,000 mm/year, respectively.. Cool climate supported by fertile soil makes Cihideung Village a centre for ornamental plants (Kewirausahaan, 2017). In this area, most of the population work as farmers or flower sellers, where there are stalls selling various plants are seen along the roadside. The research location is shown in Figure 1.

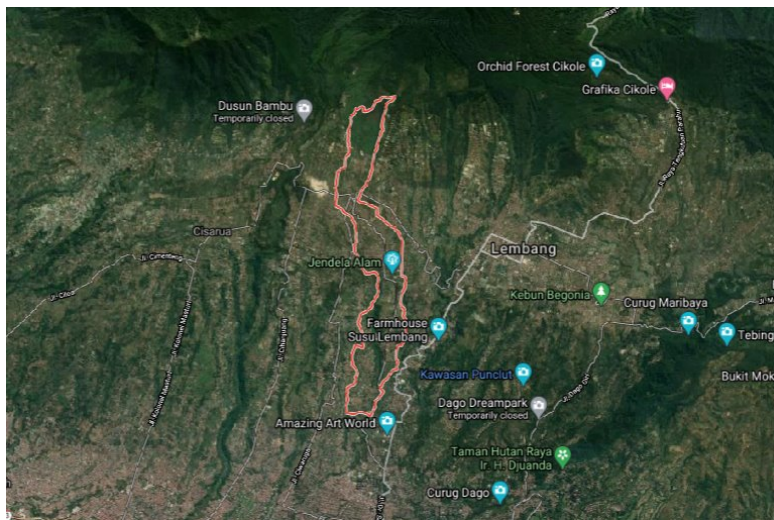


Figure 1 : Cihideung Village

The method used in this study was a descriptive qualitative SWOT analysis. A qualitative approach of SWOT analysis was chosen to collect data and formulate strategies to increase sales of ornamental plants in Cihideung Village. In addition, a qualitative approach was used to obtain a broader descriptive picture of the observed phenomena (Lexy, 1995). Data were collected through documentation,

field notes, observation and interviews as primary data. The observation was conducted by making direct observations on ornamental plant shops' activities and conditions in Cihideung. A direct interview was conducted by asking the question regarding the topic such as age, educational level and income to the owners of ornamental plant shops.

The respondents' selection was made by purposive sampling technique, through choosing the respondents who have information about the data to be obtained. According to (Sugiyono, 2017), the purposive sampling technique is a technique of specific considerations, where respondents who know or have competence with the research topic were chosen. Respondents in this study were ten plant sellers who owned a family business in Kancah Village, subdistrict Cihideung Parongpong, West Bandung. The secondary data in this study was obtained from literature, books, previous research and articles to support the primary data that has been collected.

The data analysis used was SWOT analysis by looking at the object's strengths and weaknesses. A SWOT analysis identifies the problem by systematically identifying various factors to formulate a business strategy (SO, ST, WO and WT strategies). Also, SWOT was chosen in this study because it is a simple but powerful tool to measure the capabilities and shortages of organisational resources, market opportunities and external threats to the future. SWOT analysis can also reveal the current business situation and enable future action plans for the business. SWOT analysis is an essential support tool for decision-making and is used to analyse a systematic organisation's internal and external environment (Yüksel et al., 2007).

4.0 Results and Discussion

4.1 Based on Age

Based on the age of ornamental plant sellers in Cihideung Village, the businesses are still dominated by sellers at the productive age, from 30 to 50 years. Few are of the unproductive age which is over 60 years. About 80% of the respondents sell ornamental plants, whilst 20% sells ornamental plants and cut flowers. However, respondents who sell both cut flowers and ornamental plants prioritized their sale on ornamental plants (65% ornamental plants and 35% cut flowers). Based on the type of work, respondents who sell ornamental plants in Cihideung Village make their business their main job; most of

their income is from selling ornamental plants. The ornamental plants sellers are mostly inherit the business from their parents. (Faiz et al., 2019) agreed that the family business is an essential economic source because it creates value-added products. The family business that strongly preserve the family's values and perspectives started to experience difficulties in adapting to the global economic structure due to fast changing trends and intensified competition. In the restructuring process, entrepreneurial orientation is crucial for this business. Most of the ornamental plant sellers in Cihideung Village have more than ten years of trading experience. These experiences help the sellers aware of the market environment, such as consumer conditions, market share and price fluctuations. (Barach et al., 1988) stated that family businesses should have the experience, intellectual capital and education to make the best business decisions.

4.2 Education Level

The respondents' education levels are Elementary School, Junior High School, Senior High School and a few have taken higher education. The majority of second or third generations are more educated and can adapt to more competitive environments, new technologies, new markets and new customers with changing expectations by applying the knowledge gained through their studies in the business. According to (Ghee et al., 2015), the second generation may think they know how to run a business, but they may not know how to develop it. Most of active sellers surveyed have family members assisting in the ornamental plant business, and some run their businesses individually. The active trading activity would facilitate the business and make their work more efficient.

4.3 Income

The ornamental flower traders make about IDR 3,000,000 - 5,000,000 on weekdays and equal/more than IDR 5,000,000 on weekends, before the Covid-19 pandemic. In contrast, during the Covid-19 pandemic, the ornamental flower traders' income varied from \leq IDR 1,000,000 to \geq IDR 5,000,000. The sales of cut flowers tended to decline during the Covid-19 pandemic. The restrictions on public activities in groups due to Covid-19 have impacted outdoor activities such as weddings and graduations. Many are already grieving the loss of anticipated significant or major events, such as graduations, family

reunions and marriages due to fears of health consequences (Bertuccio et al., 2020). We found that the number of respondents who make more than IDR 5,000,000 dropped from five to four people during the pandemic. Meanwhile, the number of sellers with income ranged IDR 3,000,000 – 5,000,000 remains the same. It is shown that this family business can survive during the pandemic. The reduction in ornamental plant demand during pandemic affected the sellers' income, as shown in Figure 2.

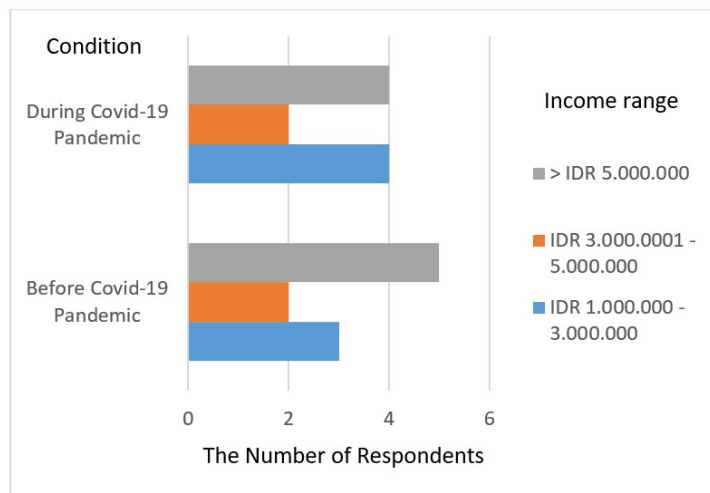


Figure 2 : Income Comparison of Flower Shop Before and During Pandemic

4.4 External Environmental Analysis

The external environmental analysis aims to identify the key variables that influence ornamental plants' business conditions. Various opportunities and threats were compiled in this study to describe the influence of these factors on the sustainability of the family business in the ornamental plant sector (Figure 3). The external analysis identifies opportunities and threats through monitoring activities and evaluating various information from the company's environment. According to (David, 2011) the purpose of conducting an external analysis is to make a limited list of opportunities that can benefit the company and various threats that must be avoided. Therefore, companies can respond to these external factors by formulating strategies to take advantage of opportunities or minimise potential threats. The following descriptions were obtained from interviews and direct observations of respondents at the research location.

4.4.1 Opportunity

The cultivation of ornamental plants is supported by government policies that stipulate that agricultural products, especially ornamental plant commodities, are exempt from value-added tax (VAT) as stated in regulation no. 7 of 2007. The policy offers an opportunity for ornamental plant entrepreneurs to increase their marketing, both local and international. In addition, government policies in agriculture also increase the competitiveness of the ornamental plant business. Besides that, as a tropical country, Indonesia has an abundance of ornamental plants. Planting ornamental plants has become a trend since the Large-Scale Social Restrictions (PSBB) and self-quarantine were implemented. It is a diversion and stress-reliever, but the community also makes it a business to support the family. (Jennings and Gaither, 2015) claimed that gardening has a recreational effect, increases the family economy, improves environmental quality and improves physical and mental health.

Public interest in the green environment increased during the Covid-19 pandemic. Although this pandemic has had a negative impact, people realised that their house environment is unpleasant and unstable. Disasters do not appear by themselves, but humans do not protect the environment. Therefore, growing plants at home, both as a business and as a hobby, is increasingly favoured by various groups. The results of interviews with respondents indicated that most consumers are from urban areas who want to improve the air quality around their homes and surroundings. The National Aeronautics and Space Administration (NASA) and European Space Agency (ESA) have reported that the pollution in Covid-19 epicenters such as Wuhan, Italy, Spain and America decreased dramatically by 30%. Among the contributors is less travelling concomitant with the reduction in motorised vehicles and a green lifestyle.

The ornamental plant business in Cihideung is managed from generation to generation. Based on interview data, these business owners already have regular customers, easing their products' marketing and distribution channels. Some respondents even stated that the demand for ornamental flowers jumped by 50% during the pandemic as more people work from home. In addition, boredom and stress at home have been alleviated by decorating their homes to be more beautiful and vibrant using ornamental plants. (Lohr and Goodwind, 1996) agreed that ornamental plants reduce stress levels and increase work productivity, especially in a room without windows.

4.4.2 Threat

Besides having many opportunities, the ornamental plant business also has several threats. Based on the interviews with respondents, it was found that the implementation of PSBB policies impacted the sale of ornamental plants in Cihideung Village. This is because most consumers come from outside Bandung, especially Jakarta. In addition, the competitors' use of social media as a sales medium is a threat to business owners in Cihideung Village who rely on conventional sales methods. Competitors have the advantage of using their website and other online platforms to promote their products without directly contacting customers. Consumer interest in online sales has increased online purchasing. Easy use allows consumers to obtain information related to the products they need without wasting time and energy shopping directly from the desired store. In addition, it is supported by other research that generation Y has the highest activity in online purchasing due to a large number of promotions and discounts for the desired product and attractive website appearance that emphasizes the formality and quality of the products offered (Ladhari et al., 2019).

4.5 Internal Environmental Analysis

The internal environmental analysis identified the internal variables that affect ornamental plants' business conditions. According to (Wheelen and Hunger, 2010), internal analysis is an activity to identify the strengths and weaknesses of an organisation or company to take advantage of opportunities and overcome threats. This explains that internal analysis is closely related to the assessment of organisational resources. According to (David, 2011), internal analysis can include aspects of the organisation, finance, marketing, production and operations, human resources and management. Through this analysis, we discussed the ornamental plant business's various strengths and weaknesses for the sustainability of the family business in the ornamental plant sector (Figure 3).

4.5.1 Strength

Marketing activities carried out by ornamental plant sellers before and during the Covid-19 pandemic was with conventional media by relying on recommendations from other customers. The ornamental plant shop in Cihideung Village is a shop that has been managed for

generations. Based on the questionnaire results, it is known that from 10 respondents, one shop is still managed by the first generation. At the same time, five stores are managed by the second generation, three stores are managed by the third generation and one shop is managed by the fourth generation. Thus, each flower shop workforce tends to be a family member, and only 1–2 people are non-family member worker in some shops. The shop owners do not use online marketing media due to concerns about plant damage during the delivery process. Therefore, shop owners prefer to make transactions directly and only use social media such as Instagram as a promotional medium. To better manage the flow of business, the seller must adopt the development of technology and communication latest information about social media (e.g. Facebook, Twitter, YouTube), to reach a large pool of potential customers and partners as well as to enhance their competitive advantage (Cao, 2018). Before the pandemic, the market share was very diverse, both personal and retail (for resale). However, after the Covid-19 pandemic, the market share tended to come from households or individuals, with the majority of consumers coming from Jakarta (55%), Bandung (40%) and 5% coming outside Jakarta and Bandung, such as Lampung, Garut, Purwakarta, Bogor, etc.

The ornamental plant business in Cihideung Village has several advantages compared to other ornamental plant businesses. This can be seen from the diversity of ornamental flowers that are served at the ornamental plant shop in Cihideung Village. Location is an important factor in product sales because strategic market locations influence consumer performance for purchasing transactions by 16% (Gloy and Akridge, 1999). Furthermore, location is a crucial element in this business since we found that the floriculture shop located along the road experience an increase in sales. Regular customers are one of the factors in the continuity of the ornamental plant business. Although this factor does not have a significant impact, but the ornamental plant business can be passed down to the next generation by paying attention to the trust and loyalty of existing customers.

4.5.2 Weakness

The weakness of the ornamental plant business in Cihideung Village is that the business management was carried out based on family management and the lack of education impacted the management of the ornamental plant business. Family disputes affected the sustainability of the business and the lack of ornamental

plants knowledge also impacted product marketing and business development. Marketing management that still relies on conventional methods and traditional agricultural practices is feared to be a challenge in the industry 4.0 era. In the industrial 4.0 revolution, marketing management emphasises on the relationship between partners, providing products according to market demand and precisely adapting the use of technology in various business activities (Moeuf et al., 2018).

Apart from the lack of information technologies application in product distribution and marketing, the ornamental plant cultivation system in the Cihideung area is still of conventional method. Planting, irrigation, fertilising and maintaining is all done manually. This has an impact on the level of ornamental plant production as well as the high cost of labour for maintenance.

4.6 SWOT Analysis

The SWOT analysis of ornamental plants business in Cihideung is shown in Figure 3.

Internal	Strength -Presenting more ornamental flower variants -The business has been running for generations and already have regular customers -Strategic location to be visited by local residents and tourists	Weakness -Managed by family/personally -Less supportive education -Marketing management which is still conventional -The agricultural technology used is still traditional
External	SO -Expanding distribution network by cooperating with distributors -In collaboration with goods delivery services -Opening branches in areas that have high potential interest -Maintain product quality	WO -Organising and providing training to improve workforce education -Utilising digital-based marketing -Campaigning “Go Green”
	Threat -Pandemic/ PSBB policy -Increasing numbers of competitors -Online shopping trends	WT -Priorities revenue over profit -Procurement of agriculture technology training by the government to update the knowledge of ornamental plant cultivators -Using a sales application (e-commerce) -Do market research

Figure 3 : SWOT Analysis

4.6.1 SO Strategy

Strengths and opportunities are created by utilising all strengths to seize and take advantage of the greatest opportunity. In addition, this strategy combines the strength of internal factors to gain external opportunities (Gürel, E, 2007). The marketing of ornamental plants in Cihideung Village is still based on local markets and is carried out conventionally. The ornamental plant business opportunity is still open as long as it meets the current market needs. Given the high public interest in ornamental plants, producers are required to expand their distribution network by working with distributors. The market expansion can also be done by implementing promotions using either print media or websites. By promoting the sale of ornamental plants in Cihideung Village, it will be more widely known and accessible to consumers

throughout Indonesia and abroad. Sales using the website can also increase ornamental plant sellers' income, apart from conventional sales. (Brand and Leonard, 2001) argued that even though ornamental plants have lost the market, ornamental plants are still the biggest part of consumer expenditure because consumer preferences can affect ornamental plants' sales opportunities both conventionally and through distribution. Marketing channels for ornamental plants have received a high level of attention.

With the trend of cultivating ornamental plants at home, the products are increasing in demand. Hence, ornamental plant producers must pay more attention to consumer desires. Restricted activities during the Covid-19 pandemic forces people to stay at home, resulting in boredom and stress. So, many people turn to care for plants to relieve stress. Hence, ornamental plant sellers must be able to take advantage of the strategies by selling online and working with the trusted shipping services to deliver to consumers in perfect condition. Affordable prices are the power to seize opportunities for the increasing purchasing power of the community. The other strategy that can be implemented is opening more branches in areas of high interest. It can seize opportunities for people interested in ornamental plants. Having regular customers requires producers to continue maintaining the quality of the products to maintain consumer loyalty and trust. Besides, strategic location is crucial to seize the opportunity of the increased population number each year.

4.6.2 ST Strategy

The ST strategy maximises internal strength and minimises threats in the presence of external factors (Ganjali, 2014). From the interview results, three points of the strategy were obtained as shown in Table 1. The plant sellers in Cihideung maximises their strength by providing a delivery service option with certain conditions such as a minimum price or purchase quantity. It also supports the trend of online shopping, which has become increasingly popular during this Covid-19 pandemic. With this strategy, sales continue to run well despite threats such as implementing the PSBB policy and regional lockdowns. Furthermore, good management maximises the existing potentials and advantages through a good marketing strategy to compete with competitors. By presenting ornamental plant products in digital media (e-commerce), sellers must provide more diverse flower types at affordable prices for consumers. It is done to maintain the ornamental

plant business during the Covid-19 pandemic because consumers will be more interested in shopping at stores with various plant catalogues. Also, e-commerce would increase the sellers' income (Terzi, 2011).

4.6.3 WO Strategy

According to (Bull et al., 2016), the WO is used to overcome a company's or organisation's weaknesses by using its opportunities. The WO strategy is utilised to gain benefits from external factors through the company's or organisation's weaknesses. In this study, we conducted a direct interview in Cihideung Village. The results showed that flower traders in Cihideung Village have several weaknesses attributed to their traditional business management. The agricultural technology used is still traditional and does not take advantage of the existing technology. They use the conventional way by marketing the product directly at the shop without using any social media. Other than that, the education level of flower traders in Cihideung Village is relatively low. Therefore, enrichment or training that can support traders needs to be done to improve their education. The material would provide insight into marketing the products digitally. Thus, the ornamental flowers traders can overcome various problems in running a business during this pandemic.

4.6.4 WT Strategy

The formulation of the WT strategy was carried out to reduce weaknesses and minimises threats in the ornamental plant business in Cihideung Village. Several strategies that can be formulated to overcome this condition include prioritising turnover profit, facilitating training, utilising digital sales applications and conducting market research. Firstly, ornamental plant business owners must prioritise revenue over profit. This is because revenue can affect asset turnover, while profit only affects the costs incurred in generating income (Fairfield et al., 2001). Secondly, facilitating training regarding the latest biotechnological innovation. The provision of biotechnology training could provide additional insight for the entrepreneur to cultivate their plants better. One of the biotechnology applications that can be applied during training is the thin cell layer (TCL). TCL can be used to breed and develop new ornamental plant varieties with higher aesthetic values than parent varieties (Da Silva, 2003). Thirdly, the use of digital sales applications. The 4.0 industrial age, which relies on technology

in every field of work, indirectly forces entrepreneurs to take advantage of the existing digital platforms. Technological developments and online sales applications create new opportunities for sellers to provide product marketing to consumers without any geographic range limitations and the consumers can make purchase transactions comfortably. Lastly, market research can also be carried out with technology, namely, seeing consumer interest in purchasing products online. Market analysis can be done with sentiment analysis to determine customer opinions and attitudes towards the products offered (Micu et al., 2017).

5.0 Conclusion and Implications

This research concludes that ornamental plants business based on family entrepreneurs is thriving during the Covid-19 pandemic. Several floriculture shops experience increased in their income. It is because people have more time since they work from home. Also, people tend to release their stress by cultivating ornamental plants. Other than that, the right strategies can help ornamental plant sellers develop their business, such as expanding distribution network, maintaining product quality, better management, delivery service and others. Besides, the local government's role is also needed for the continuity of the sale of ornamental plants in Cihideung by developing the agro-tourism sector to alleviate poverty so that the community is empowered to develop ornamental plants and agro-tourism in Cihideung. However, this study has several limitations, where the sample and the number of respondents were limited. The survey sample (10 respondents) was considered small and could not represent the study's overall coverage. However, there was a reasonable degree of variation in age, sex and educational level in this study. As for further research, it will be interesting to widen the survey coverage and respondents' characteristics. Another limitation is the survey respondents have a bias towards the natural sciences and economics, the environment and ecology. Therefore, the results may be different if the same survey is conducted using a sample of more diverse academic background (for example, include more respondents with a background in humanities and social sciences) or the decision-makers. Further research can be developed, such as creating an ornamental plant sales system and incorporating it with the results of this research. This research is expected to contribute to the ornamental plant business marketing strategy.

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