



Business Development Strategy at Momon Wedding Organizer

Siti Sarah Karomah^{1*}, Heri Setiawan², Dewi Fadila³

¹ Business Management Study Program, Business Administration Department, State Polytechnic of Sriwijaya

^{2,3} Marketing, Innovation and Technology Magister Study Program, Business Administration Department, State Polytechnic of Sriwijaya

*Corresponding Author e-mail: sitisarahk4@gmail.com

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Abstract: *Micro, Small, and Medium Enterprises (MSMEs) in the wedding organizer sector are facing increasingly fierce competition, necessitating business development strategies that can improve competitiveness and business sustainability. This study aims to analyse business development strategies using SWOT and Business Model Canvas. The study employed a qualitative method with a descriptive approach. The main informant was the business owner, while the research respondents consisted of 20 employees selected using purposive sampling. Data were collected through interviews, observations, documentation, and questionnaires, then analyzed descriptively using the IFAS, EFAS, SWOT, and Business Model Canvas matrices. The results showed that Momon Wedding Organizer has strong internal conditions with an IFAS score of 3.09 and supportive external conditions with an EFAS score of 2.96, placing it in Quadrant I, which recommends an aggressive growth strategy. The Business Model Canvas analysis showed that strengthening digital marketing, developing an online portfolio, digitizing administration, and expanding partnerships are priority business development strategies. This study concluded that the integration of SWOT analysis and Business Model Canvas can produce a comprehensive business development strategy to improve the competitiveness and sustainability of Momon Wedding Organizer.*

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Introduction

Micro, Small, and Medium Enterprises (MSMEs) hold a highly strategic position in national economic growth because they contribute to income equality, job creation, and strengthening the local economy. Central Statistics Agency (BPS) and the Ministry of Cooperatives and SMEs (2024) state that the contribution of MSMEs to the national Gross Domestic Product (GDP) is approximately 61% and

absorbs approximately 97% of the workforce in Indonesia. This contribution demonstrates that MSMEs are the main pillars of the national economy and play a vital role in maintaining social and economic stability (Piliang, 2024). Furthermore, MSMEs can adapt to various changing economic conditions. Although the COVID-19 pandemic has put pressure on the sustainability of many businesses, the MSME sector has remained resilient through product innovation, the use of digital technology, and business model adjustments to suit market dynamics (Pradana et al., 2024). This situation demonstrates that business development strategies are crucial for MSMEs to survive and to grow sustainably and increase competitiveness amidst the changing business environment.

The development of MSMEs is also evident in the creative services sector, including wedding organizers, which have experienced significant growth as part of Indonesia's creative economy ecosystem (Dewi & Nugroho, 2025). Wedding organizers not only play the role of event organizers but are also responsible for concept planning, budget management, vendor coordination, and controlling the entire implementation process. This complexity requires a business strategy that adapts to changing consumer needs and market competition. In such situations, a SWOT analysis can be used to recognize a business's strengths, weaknesses, opportunities, and threats, while the Business Model Canvas (BMC) provides a spacious overview of the business model through several key elements. The integrated use of these two approaches is expected to result in a more comprehensive business development strategy.

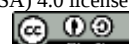
Various previous studies have examined strategy business development applying SWOT analysis and the business model canvas. Ardana and Suyanto (2025) showed that the "Mbak Dian" Tempe business in Trawas, Mojokerto, was dominated by strengths and opportunities compared to weaknesses and threats. Research by Amour et al. (2024) concluded that the appropriate strategy for Sego Sambel Apel Malang is a Grow-Oriented Strategy as an aggressive growth strategy. Meanwhile, Yudha et al. (2023) explained that the business model canvas is an effective method as a basis for developing alternative strategies and developing a company's business model. However, most of these studies still focus on the culinary and physical product sectors, so there is little study of the application of business development strategies in the wedding organizer service sector, especially in Palembang City.

Momon Wedding Organizer is a wedding planning MSME in Palembang City, established in 2018 and categorized as a small business based on its business characteristics. Based on internal data, this business records a turnover of around IDR 2 billion per year and has been able to maintain business continuity for more than six years, including through the COVID-19 pandemic. In its operations, Momon Wedding Organizer has a structured service flow ranging from client consultations, developing service packages, coordinating with vendors, and post-event evaluations. However, this business still faces various challenges, such as increasing competition with other wedding organizers, changing wedding concept trends, consumer demands for service quality, suboptimal presentation of service package information on social media, and the need to improve human resource competency through ongoing training.

This study aims to analyse business development strategies using SWOT and business model canvas. This study is important because it is expected to provide strategic recommendations that can help Momon Wedding Organizer face industry competition and expand business opportunities in the future. In addition to providing practical benefits for business actors, this study is also expected to assist as a supplement in the development of entrepreneurship science. The novelty of this study lies in the combination of SWOT analysis and Business Model Canvas in a single analytical framework, in the MSME wedding organizer service sector in Palembang City, which has been very limited in previous research.

Research methods

This study applies qualitative research with a descriptive approach. The descriptive approach is used to systematically represent the business conditions based on facts found in the field, while the qualitative approach is used to obtain an in-depth understanding of the internal and external business conditions and the management of entrepreneurial aspects at Momon Wedding Organizer. The study was conducted at Momon Wedding Organizer located on Jl. KH Azhari, Lrg. Deksangke, RT 09, RW 03, Tangga Takat Village, Seberang Ulu Dua District, Palembang City, South Sumatra. The focus of the study uses the SWOT approach and Business Model Canvas (BMC) to formulate appropriate business



development strategies. SWOT analysis is applied to recognize the strengths, weaknesses, opportunities, and threats of the business (Wijaya, 2023; Nur'aini, 2023). Business Model Canvas is employed to describe the business model based on nine main elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Irawan, 2025).

The main informant in this study is the owner of Momon Wedding Organizer, who has been the founder and manager of the business since 2018, because he has the most comprehensive knowledge of business management. Informants were selected based on the criteria of having direct involvement in business activities and understanding the company's operational processes. Furthermore, this study involved all 20 Momon Wedding Organizer employees as respondents in distributing questionnaires to assess the company's internal and external factors. Respondents were selected using purposive sampling to determine samples based on particular considerations so that the selected respondents truly understand the company's condition (Sugiyono, 2022). The selection of all employees who met the criteria was carried out because the population size was relatively limited, so it was hoped that it would be able to represent the company's condition as a whole.

The research instruments consist of observation sheets, interview guidelines, documentation, and questionnaires. Interviews were conducted directly with owners and employees to obtain information regarding business strategies, internal company conditions, and various challenges faced in business development (Yusuf, 2017). Observations were conducted to directly observe the company's operational activities to obtain a concrete picture of the business processes being carried out (Sugiyono, 2022). Documentation was used to supplement the data through business profiles, service packages, promotional media, business reports, and documentation of company activities (Sugiyono, 2022). A questionnaire was used to obtain weighted and rated assessments of internal and external factors as the foundation for compiling the Internal Factor Analysis (IFAS) and External Factor Analysis (EFAS) matrices using a Likert scale (Sugiyono, 2022). The research data be composed of primary data acquired via interviews, observations, and questionnaires, and secondary data derived from company documents and various relevant scientific references (Siyoto & Sodik, 2015).

Data analysis was conducted through descriptive qualitative analysis by systematically describing the results of interviews, observations, and documentation to describe the business conditions as they are (Sugiyono, 2018). The results of this analysis were used to recognize the internal and external factors, which were then used as the basis for compiling SWOT factors. The identified factors were then weighted and rated through questionnaires distributed to respondents to obtain the IFAS and EFAS matrices. The weighted scores were used to determine the company's position in the SWOT quadrant based on Rangkuti's (2006) guidelines, then alternative strategies were formulated through the SWOT matrix, which includes SO, WO, ST, and WT strategies (Wijayati, 2023). Furthermore, the results of the identification of company conditions were mapped into nine elements of the business model canvas to obtain a comprehensive picture of the current business model and recommendations for more applicable business development strategies for Momon Wedding Organizer (Irawan, 2025).

Data collection via interviews, observations, documentation, and questionnaires distributed to respondents. Data from interviews, observations, and documentation were first reduced by selecting information related to the company's internal and external conditions, then compiled in narrative and tabular form to obtain an initial list of strengths, weaknesses, opportunities, and threats. These factors were then used as questions in the questionnaire to obtain the weight and rating of each factor using a Likert scale. The weighting results were analyzed using the IFAS and EFAS matrices to specify the position of the company in the SWOT quadrant, and then alternative development strategies were compiled using the SWOT matrix. The final stage of the research was carried out by mapping business conditions based on the nine factors of the business model canvas so that the resulting development strategy recommendations not only consider the internal and external company conditions, but also the Momon Wedding Organizer business model as a whole.



Results and Discussion

SWOT Analysis

1. Internal Factor Analysis Strategic (IFAS) Matrix Analysis

Table 1. IFAS SWOT Analysis of Momon WO

No	Internal Environment	Weight	Rating	Score
Strength				
1	Momon WO provides service packages that can be tailored to the client's needs and budget.	0.12	4	0.48
2	A network of trusted vendors (make-up, dance, photographers, etc.) to support the smooth running of every event.	0.12	4	0.49
3	Momon WO has a good reputation and name in the eyes of clients based on the quality of services provided.	0.12	4	0.48
4	The team is professional in designing and managing various types of wedding events.	0.12	3	0.37
5	Momon WO regularly holds training programs to improve employee skills.	0.12	4	0.48
Total Strength Score				2.30
Weakness				
1	Information about service packages is still difficult to find on social media	0.07	2	0.14
2	The service area coverage is still limited to certain areas and has not yet reached other cities/regions.	0.09	2	0.17
3	Not utilizing a website or digital portfolio to attract new potential clients	0.08	2	0.17
4	The current workforce is still limited to handling several large events simultaneously.	0.08	2	0.15
5	Not yet using a digitalized administration or financial recording system.	0.08	2	0.15
Total Weakness Score				0.79
Total		1.00		3.09

Source: processed Data (2026)

IFAS Matrix analysis of Momon Wedding Organizer obtained a total score of 3.09, indicating a relatively strong internal company. The main strength factor is its network of trusted vendors, such as makeup artists, dancers, and photographers, with a rating of 4 and a score of 0.49. This condition is a competitive advantage because it can improve the smooth running of events and build client trust. Conversely, the main weakness lies in the difficulty of finding service package information on social media, with a rating of 2 and a score of 0.14. This indicates the need to optimize digital media by presenting more complete, clear, and easily accessible information. Overall, the dominance of strengths over weaknesses indicates that Momon Wedding Organizer has a strong internal foundation to support business development through continuous improvement of service quality and digital marketing strategies.



2. External Factor Analysis Strategic (EFAS) Matrix Analysis

Table2. EFAS SWOT Analysis of Momon WO

No	External Environment	Weight	Rating	Score
Opportunity				
1	The demand for Wedding Organizer services in Palembang continues to increase from year to year.	0.11	3	0.33
2	The increasing trend of modern-themed weddings in society opens up wider market opportunities.	0.11	3	0.34
3	The development of social media (Instagram, TikTok) opens up wider digital marketing opportunities.	0.12	4	0.46
4	Ease of access to capital loans from the government and financial institutions can support business development.	0.09	3	0.27
5	Opportunities for collaboration with new vendors and business partners are open to strengthen the quality of the company's services.	0.11	3	0.33
Total Chance Score				1.73
Threat				
1	Increases in raw material prices and vendor costs impact business profits.	0.10	3	0.29
2	Other wedding organizers are operating in the same area as Momon WO.	0.10	3	0.30
3	The emergence of a trend of simple wedding concepts, including weddings at the KUA, could have an impact on reducing demand for WO services.	0.08	1	0.08
4	Unstable economic conditions can affect the ability of potential clients to use WO services.	0.09	3	0.26
5	Negative reviews from clients on digital platforms can affect the reputation and public trust in Momon WO.	0.10	3	0.29
Total Threat Score				1.23
Total		1.00		2.96

Source: processed Data (2026)

The EFAS Matrix analysis of Momon Wedding Organizer obtained a total score of 2.96, indicating external conditions that support business development. The main opportunity comes from the social media development, like Instagram and TikTok, which received a rating of 4 with a score of 0.46, making it the most dominant external factor in expanding digital marketing. Conversely, the main threat is the increasing trend of simple weddings, including weddings at the Office of Religious Affairs (KUA), which received a rating of 1 with a score of 0.08. This condition indicates the need for a more adaptive strategy through providing flexible service packages, promoting the added value of wedding organizer services, and optimizing digital marketing. Overall, the dominance of opportunities over threats indicates that Momon Wedding Organizer has good prospects for continued growth if it is able to capitalize on market opportunities and respond appropriately to changing trends.



3. SWOT Quadrant Analysis

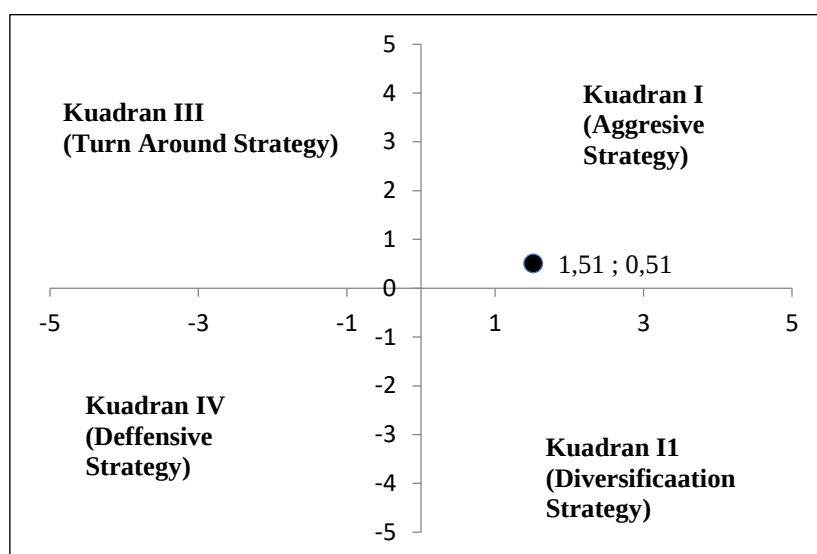


Figure 1. Momon WO SWOT Quadrant

Source: processed data (2026)

The results of the SWOT Matrix analysis revealed that the coordinate point obtained is (1.51; 0.51), which is in Quadrant I (Aggressive Strategy). This position exhibits that Momon Wedding Organizer has internal strengths and external opportunities that are more dominant than weaknesses and threats, so it is in a favorable condition for growth. Therefore, the recommended strategy is a Growth-Oriented Strategy, which is to utilize all the company's strengths to optimize available opportunities. Its implementation can be done through expanding market reach, optimizing digital marketing through Instagram and TikTok, developing more varied and flexible service packages, and strengthening partnerships with trusted vendors. With this position, Momon Wedding Organizer has good prospects to increase competitiveness and strengthen its position in the wedding service industry.

4. SWOT Matrix

Table 3. Momon WO SWOT Matrix

IFAS EFAS	Strength (S)	Weakness (W)
	1. Momon WO provides service packages that can be tailored to the client's needs and budget. 2. A network of trusted vendors (make-up, dance, photographers, etc.) to support the smooth running of every event. 3. Momon WO has a good reputation and name in the eyes of clients based on the quality of services provided. 4. The team is professional in designing and managing various types of wedding events. 5. Momon WO regularly holds training programs to improve employee skills.	1. Information about service packages is still difficult to find on social media. 2. The service area coverage is still limited to certain areas and has not yet reached other cities/regions. 3. Not utilizing a website or digital portfolio to attract new potential clients 4. The current workforce is still limited to handling several large events simultaneously. 5. Not yet using a digitalized administration or financial recording system.
Opportunity (O)	<u>SO strategy</u>	<u>WO Strategy</u>

1. The demand for wedding organizer services in Palembang increases every year. 2. The trend of modern-themed weddings increases in society opens up wider market opportunities. 3. The development of social media (Instagram, TikTok) opens up wider digital marketing opportunities. 4. Ease of access to capital loans from the government and financial institutions can support business development. 5. Opportunities for collaboration with new vendors and business partners are open to strengthen the quality of the company's services.	1. Leveraging a strong vendor network and good reputation to reach more clients as the demand for WO services in Palembang increases. 2. Developing innovative modern service packages by utilizing a professional team to meet today's wedding trends. 3. Optimizing digital marketing through Instagram and TikTok by consistently showcasing your event portfolio and service offerings. 4. Leverage access to capital to expand service capacity and hire additional staff to handle more events simultaneously. 5. Expanding and strengthening partnership networks with new vendors to strengthen the quality and variety of services offered	1. Increase your digital presence by creating a website and online portfolio to reach potential clients who are increasingly actively searching for WO services online. 2. Expanding the reach of service areas by utilizing opportunities for collaboration with new vendors and business partners in various regions 3. Improve the service package information system on social media regularly and in a structured manner so that potential clients can easily access the information they need. 4. Leveraging access to capital to implement a more structured digital administration and finance system 5. Increase workforce through recruitment or partnerships with new partners to increase event handling capacity
Threat (T)	ST Strategy	WT Strategy
1. Increases in raw material prices and vendor costs impact business profits. 2. Other wedding organizers are operating in the same area as Momon WO. 3. The emergence of a trend of simple wedding concepts, including weddings at the KUA, could have an impact on reducing demand for WO services. 4. Unstable economic conditions can affect the ability of potential clients to use WO services. 5. Negative reviews from clients on digital platforms can affect the reputation and public trust in Momon WO.	1. Leverage an established network of trusted vendors to negotiate more competitive prices to maintain stable operational costs. 2. Relying on proven reputation and quality of service as a key differentiator from competitors operating in the same region. 3. Highlighting the added value and advantages of flexible and affordable service packages as a meaningful alternative to weddings without professional assistance. 4. Offering a more diverse service package and adjusting prices to clients' financial capabilities to remain relevant in various economic conditions. 5. Maintain and continuously improve the quality of service and team professionalism to minimize	1. Implementing a digital financial recording system to monitor and control expenses more efficiently amidst rising vendor costs. 2. Strengthening digital identity and online portfolio as a differentiation strategy to highlight Momon WO's advantages amidst increasingly fierce competition. 3. Supplement information on social media with educational content that shows the real benefits of using WO services compared to getting married without professional preparation. 4. Expanding the reach of service areas so as not to depend on one market segment that is vulnerable to certain economic conditions. 5. Building a website and digital portfolio that displays positive testimonials from clients as a form of reputation strengthening.

the risk of negative reviews
from clients.

Source: processed data (2026)

The results of the previous SWOT Matrix declare that various alternative strategies were identified that can act as a reference for Momon Wedding Organizer in establishing the direction of its business development in the future. The following is a description of the alternative strategies for each combination of factors:

A. SO Strategy

- a. Leveraging a strong vendor network and good reputation to reach more clients as the demand for WO services in Palembang increases.
Utilizing the well-established vendor network and positive reputation that Momon Wedding Organizer has in the eyes of clients, by actively promoting services through references from satisfied clients, establishing ongoing communication with vendors to ensure the quality of service is maintained, and building client trust the main foundation in expanding market reach amidst the increasing demand for WO services in Palembang.
- b. Developing innovative modern service packages by utilizing a professional team to meet today's wedding trends.
Developing a variety of service packages that follow modern wedding trends, such as rustic, garden party, and elegant minimalist concepts, by utilizing the professional team we have in designing creative event concepts that suit market tastes, and regularly updating references to the latest wedding trends so that Momon Wedding Organizer remains relevant and becomes the main choice for couples who want a memorable wedding but still within budget.
- c. Optimizing digital marketing through Instagram and TikTok by consistently showcasing your event portfolio and service offerings.
Optimizing presence on Instagram and TikTok platforms by creating regular and scheduled promotional content, such as behind the scenes of event preparations, wedding documentation highlights, and video reels that showcase the beauty of each event that has been handled, while utilizing client testimonials in the form of videos as tangible evidence of service quality, so as to increase brand awareness and attract the interest of potential new clients more widely and effectively.
- d. Leverage access to capital to expand service capacity and hire additional staff to handle more events simultaneously.
Utilizing easy access to capital loans from financial institutions to expand the operational capacity of Momon Wedding Organizer, both through recruiting additional trained workers and procuring more complete event support equipment, so that it can handle more events simultaneously without sacrificing the quality of service that has become the main advantage of this business.
- e. Expanding and strengthening partnership networks with new vendors to strengthen the quality and variety of services offered
Expanding the partnership network with new vendors in various areas of wedding needs, such as decoration, catering, to entertainment, by establishing mutually beneficial cooperation and building solid long-term relationships, so that Momon Wedding Organizer can offer a more complete, competitive variety of services and be able to meet various client needs with consistent and guaranteed quality.

B. WO Strategy

- a. Increase your digital presence by creating a website and online portfolio to reach potential clients who are increasingly actively searching for WO services online.
Increase the digital presence of Momon Wedding Organizer by immediately building an official website and online portfolio that displays the business profile, a list of service packages and prices, a gallery of event documentation, and an online consultation form, so that prospective



clients who are increasingly actively looking for WO services online can easily find and access the information they need anytime and anywhere without any obstacles.

- b. Expanding the reach of service areas by utilizing opportunities for collaboration with new vendors and business partners in various regions.

Expanding the reach of service areas that have so far been limited to certain areas by actively collaborating with local vendors and new business partners in various regions outside the Palembang area, so that Momon Wedding Organizer can serve clients from various cities without having to bear the burden of high operational costs, while opening up wider and more diverse market opportunities.

- c. Improve the service package information system on social media regularly and in a structured manner so that potential clients can easily access the information they need.

Improving information management on social media platforms by presenting clear, complete, and easy-to-understand content regarding the service packages offered, including price details, facilities provided, and ordering procedures, which are updated regularly and in a structured manner, so that prospective clients no longer experience difficulties in obtaining the information they need and are increasingly encouraged to use Momon Wedding Organizer services.

- d. Leveraging access to capital to implement a more structured digital administration and financial system.

Utilizing easy access to capital loans from the government and financial institutions to implement a digitalized administration and financial recording system, such as the use of business management applications or simple accounting software, so that the entire process of managing client contracts, monitoring event schedules, and recording financial flows can be brought out in a more structured, transparent, and efficient manner to support sustainable business growth.

- e. Adding workforce through recruitment or partnerships with new partners to increase event handling capacity.

Overcoming the limited workforce that has been an obstacle in handling several large events simultaneously by recruiting new workers or building a partnership system with trained and experienced freelancers in the field of wedding organizers, so that event handling capacity can be increased significantly without having to bear the burden of large permanent labor costs.

C. ST Strategy

- a. Leveraging an established network of trusted vendors to negotiate more competitive prices to maintain stable operational costs.

Utilizing well-established partnerships with trusted vendors as a key strength in facing the threat of rising raw material prices and vendor costs, by negotiating mutually beneficial long-term contracts so that service prices can be maintained at a stable and competitive level, and ensuring the continuity of Momon Wedding Organizer's operations is not disrupted despite price fluctuations in the market.

- b. Relying on proven reputation and quality of service as a key differentiator from competitors operating in the same region.

Relying on the reputation that has been built and the quality of service that has been proven to satisfy clients as the main competitive advantage in facing competition with other wedding organizers operating in the same area, by continuing to strengthen the brand identity of Momon Wedding Organizer through the helping concept which has been the core value since the inception of this business, namely being present as a sincere wedding partner to help clients realize their dream wedding without burdening them financially, to create strong customer loyalty that is hard for competitors to emulate.

- c. Highlighting the added value and advantages of flexible and affordable service packages as a meaningful alternative to weddings without professional assistance.



Highlighting the added value and advantages of flexible and affordable service packages in response to the emerging trend of simple concept weddings, including weddings at the KUA, by actively communicating to the public that using the services of a wedding organizer is not always synonymous with large costs, but can actually help clients plan a meaningful, organized, and budget-friendly wedding, thereby changing the perception of potential clients and maintaining the relevance of services amidst these shifting trends.

- d. Offering a more diverse service package and adjusting prices to clients' financial capabilities to remain relevant in various economic conditions.

Offering a wider variety of service packages by adjusting prices to the financial capabilities of clients from various economic segments, as a strategic step in facing the threat of unstable economic conditions that can affect the ability of prospective clients to use WO services, so that Momon Wedding Organizer remains relevant and accessible to various groups of people without having to sacrifice the quality of service that has become the main standard of this business.

- e. Maintain and continuously improve the quality of service and team professionalism to minimize the risk of negative reviews from clients.

Maintaining and continuously improving the quality of service and team professionalism through regular training programs and structured performance evaluations, as a proactive effort to minimize the risk of negative reviews from clients on digital platforms that can have a negative impact on the reputation and public trust in Momon Wedding Organizer, so that every event handled always provides the best experience that encourages clients to provide positive testimonials and recommend services to those closest to them.

D. WT Strategy

- a. Implementing a digital financial recording system to monitor and control expenses more efficiently amidst rising vendor costs.

Implementing a digitalized financial recording system as a strategic step in monitoring and controlling expenses more efficiently amidst the threat of increasing vendor costs that continue to occur, by adopting a simple financial application that allows management to monitor cash flow in real-time, identify expenses that can be streamlined, and make more appropriate and measurable financial decisions to maintain the stability of business operations sustainably.

- b. Strengthening digital identity and online portfolio as a differentiation strategy to highlight Momon WO's advantages amidst increasingly fierce competition.

Strengthening Momon Wedding Organizer's digital identity through building a professional and structured online portfolio as an effective differentiation strategy amidst increasingly fierce competition with competitors, by displaying documentation of the best events that have been handled visually and attractively, so that prospective clients can clearly see the advantages and uniqueness of the services offered by Momon Wedding Organizer compared to other competitors in the same area.

- c. Supplement information on social media with educational content that shows the real benefits of using WO services compared to getting married without professional preparation.

Complementing content on social media platforms with educational materials that consistently explain the real benefits of using a wedding organizer service compared to planning a wedding without professional assistance, such as time efficiency, minimal risk of errors in event coordination, ease in adjusting the concept to the available budget, and peace of mind felt by clients during the preparation process, to be able to change public perception and maintain the interest of potential clients amidst the growing trend of simple weddings.

- d. Expanding the reach of service areas so as not to depend on one market segment that is vulnerable to certain economic conditions.

Gradually expanding the reach of service areas to areas outside Palembang as an anticipatory measure to reduce dependence on one market segment that is vulnerable to fluctuations in certain economic conditions, so that Momon Wedding Organizer has more diverse sources of income and is not significantly affected if there is a decrease in demand in a particular area, while simultaneously opening up opportunities for broader and more sustainable business growth.



- e. Building a website and digital portfolio that displays positive testimonials from clients as a form of reputation strengthening.

Building an official website and digital portfolio that not only displays a gallery of event documentation, but is also equipped with positive testimonials from clients who have used Momon WO services, as a form of proactive reputation strengthening amidst the threat of negative reviews on digital platforms that can affect public trust, so that potential new clients have strong references and can use the positive experiences of previous clients as a basis for confidence in choosing Momon WO as their wedding partner.

Business Model Canvas(BMC)

Table 4. BMC Momon WO Analysis

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
- Decoration Business - Wedding Dress Accessories - Make-up artist(MUA) - Henna - Dance - Photographer - Master of the Ceremony - Venue for the wedding ceremony and reception	- Client Acceptance and Response - Consultation and Package Offers - Proforma Issuance and Payment System - Vendor Coordination and Event Preparation - Event Implementation and Post-Event Evaluation	- Amanah (trust and responsibility) - Empathy (Serving with heart) - Hospitality (friendly and professional service) - Blessings (Efforts that bring benefits)	- Friendly service - Professional - Intending to help - Maintaining client trust - Establish good relationships with clients	- Corporate - Client's Customized Wishes - Employees and Government segments - South Sumatra and surrounding areas
		Key Resources	Channels	
		- Human Resources - Building - HT, MacBook, iPad, Qcard, jas, etc	- Online (Instagram, TikTok, WhatsApp, Facebook) - Offline (Live booth, Door to door)	
Cost Structure		Revenue Streams		
- Employee salary - Vehicle - Electricity + Water - Household - Wi-Fi		- Client - Vendor		

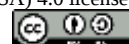
Source: Momon WO (2026)

Discussion

Momon Wedding Organizer Business Development Strategy

1. SWOT analysis

The IFAS Matrix results show a total internal factor score of 3.09, consisting of a strength score of 2.30 and a weakness score of 0.79. Momon WO's main strength is its trusted vendor network (score 0.49), while its main weakness is its suboptimal service package information on social media (score



0.14). Then, the EFAS Matrix produces a total score of 2.96 with an opportunity score of 1.73 and a threat score of 1.23. The greatest opportunity comes from the social media development as a digital marketing tool (score 0.46), while the greatest threat is the trend of simple weddings, such as the marriage ceremony at the KUA (score 0.08). The difference in internal (1.51) and external (0.51) scores places Momon WO in Quadrant I, so the right strategy is a growth-oriented strategy.

The SWOT Matrix formulation produced some alternative strategies. The SO strategy focuses on leveraging vendor networks, reputation, service package innovation, and digital marketing. The WO strategy focuses on strengthening the website, digital portfolio, improving social media information, and digitizing financial administration. The ST strategy emphasizes leveraging reputation and vendor partnerships to address rising costs and the trend of modest weddings, while the WT strategy focuses on digitizing financial records and strengthening digital identity. These findings indicate that Momon WO's top priority is optimizing digital information management because social media is both a weakness and a key opportunity. These results support research by Widowati et al. (2022), which places MSMEs in the aggressive quadrant by leveraging internal strengths to seize market opportunities.

2. Business Model Canvas (BMC) Analysis

The Business Model Canvas mapping shows that Momon WO has nine mutually supportive business elements. Key partners consist of various wedding organizer vendors, while key activities encompass the service process from client reception to post-event evaluation. Value propositions emphasize the values of trustworthiness, empathy, hospitality, and blessings realized through customer relationships based on professional service and long-term relationships. Customer segments cover various segments of society in South Sumatra, while key resources are supported by human resources, offices, and operational equipment. In the channel element, Momon WO utilizes social media and direct promotions, although the presentation of digital information still needs to be improved. The cost structure is dominated by operational costs, while revenue streams come from client payments and collaborations with vendors. Overall, the nine factors of the BMC reinforce the SWOT results in formulating business development strategies. These results support the research by Yudha et al. (2023), Surbakti & Haryadi (2025), Amour et al. (2024), and Rahmah & Istiqomah (2023), which demonstrates that the Business Model Canvas is effective for identifying improvement points of business models and developing more comprehensive business development strategies.

3. Business Development Strategy

The integration analysis of the SWOT and the business model canvas gives the recommended business development strategy for Momon WO, which is an aggressive growth strategy oriented towards digitalization. Top priorities include strengthening digital branding through an official website and online portfolio that provide comprehensive package information, pricing, and testimonials, as well as developing more flexible service packages to respond to the trend of simple weddings. This strategy is supported by the strengths of the company's core, namely a trusted vendor network, a good reputation, and a healthy financial condition, which is expected to maintain the company's position in Quadrant I while expanding market share sustainably. This recommendation aligns with research by Juliana & Sumawidjaja (2024), which demonstrated that integrating SWOT and the Business Model Canvas can produce a digitalization-based business development strategy. This confirms that strengthening digital marketing is a consistent strategy for increasing the MSMEs' competitiveness.

Conclusion

This study concludes that Momon Wedding Organizer has strong internal and supportive external conditions, as indicated by an IFAS score of 3.09 and an EFAS score of 2.96. The SWOT analysis places the business in Quadrant I, indicating a growth-oriented strategy. The Business Model Canvas analysis identifies nine interconnected business elements and supports the development of strategies focused on strengthening digital marketing, developing an online portfolio, digitizing administration, and expanding partnerships. These strategies are expected to support business competitiveness and sustainability. The study is limited to a single wedding organizer and uses a qualitative approach, while the SWOT assessment may be influenced by respondent perceptions. Future



research is recommended to involve more business objects, broader geographical coverage, and quantitative or mixed-method approaches to evaluate the implementation of the proposed strategies

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