

Analysis of Business Development Strategy at CV Astika Rizki Nursery, Batu City

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Abstract: CV Astika Rizki Nursery is a business entity operating in the citrus nursery sector located in Batu City, East Java, Indonesia. This research aims to analyze the business development strategy at CV Astika Rizki Nursery using the Business Model Canvas (BMC) and SWOT analysis. This research was carried out by collecting primary data through interviews and direct observation as well as secondary data from various relevant literature. Business Model Canvas analysis is used to map current business models and identify important elements that support business operations. A SWOT analysis was carried out to assess the strengths, weaknesses, opportunities and threats faced by CV Astika Rizki Nursery. The research results show that CV Astika Rizki Nursery has several main strengths, including high quality orange seeds, modern planting techniques and agricultural consulting services. However, this business entity also faces challenges such as limited capital and skilled labor as well as increasingly fierce competition from other citrus seed producers. Great opportunities are seen in increasing market demand for quality orange seeds, advances in breeding technology, and the possibility of market expansion through strategic partnerships. From the BMC and SWOT analysis, several business development strategies are recommended, including increasing operational efficiency through adopting modern agricultural technology, diversifying products and services, and strengthening digital marketing to expand market reach. In addition, partnerships with local farmers and exploration of export opportunities can strengthen distribution networks and open access to international markets. This research provides in-depth insight into business development strategies that can be implemented by CV Astika Rizki Nursery to increase competitiveness and achieve long-term success in the citrus nursery industry.

Keywords: SWOT Analysis, Business Model Canvas, Business development strategy, Citrus nurseries

1. Introduction

Business development is important for business entities in order to increase business growth and sustainability. In the plantation industry, especially orange seed production, an effective business development strategy can provide a competitive advantage. One example of a business entity operating in this field is CV Astika Rizki Nursery which is located in Batu City, East Java. Batu City is known as the center of orange breeding in Indonesia, with high quality orange seeds needed by farmers to increase the productivity and quality of their harvest. The orange seed industry is one of the upstream sectors supporting orange agribusiness in Indonesia, and strong seed industry support is very much needed for the development of competitive and sustainable orange agribusiness. CV Astika Rizki Nursery, which has been established and operating for four years, has built a reputation as a provider of quality orange seeds. However, to maintain competitiveness in an increasingly competitive market, CV Astika Rizki Nursery needs to continue to develop effective business strategies. This research aims to analyze the business development strategy at CV Astika Rizki Nursery using the Business Model Canvas (BMC) and SWOT analysis.

The Business Model Canvas (BMC) and SWOT analysis are useful tools for understanding and developing business strategies. According to Osterwalder and Pigneur (2012), SWOT analysis provides four perspectives for assessing the elements of a business model, while the Business Model Canvas provides a focus for structured discussions. BMC helps business entities understand current aspects of the business and determine what needs to be added or changed, while SWOT maximizes strengths and opportunities and minimizes weaknesses and threats. This research began with identifying the business conditions of CV Astika Rizki Nursery in Batu City, which faces various challenges from both internal and external factors. The main problems faced include sales instability due to intense competition, fluctuating consumer interests, and changes in government regulations. Therefore, in-depth analysis is needed to formulate an effective business development strategy.

This research aims to analyze the business conditions of CV Astika Rizki Nursery, including internal factors such as strengths and weaknesses, as well as external factors such as opportunities and threats. In addition, this research utilizes the Business Model Canvas (BMC) and SWOT analysis to evaluate basic business elements and identify factors that influence business performance. With this approach, it is hoped that a business development strategy can be formulated that can improve the performance and competitiveness of CV Astika Rizki Nursery in the competitive orange seed market.

2. Research Methods

The research method used in analyzing business development strategies at CV Astika Rizki Nursery includes several important stages. This research was carried out at CV Astika Rizki Nursery, Batu City, with the research object being the company's business development strategy. The research subject was CV Astika Rizki Nursery, which was chosen deliberately (purposive sampling) because it is a business entity that runs a plant nursery business with the main commodity being certified orange seeds. The data collection method used consisted of interviews and questionnaires. The data collected is divided into two parts: primary data and secondary data. Primary data was obtained directly from field studies through observations and interviews with business entity owners to gain an accurate understanding of the current situation. Secondary data is taken from literature such as journals, theses, books, articles and other sources of information. The main data collection technique is unstructured interviews, which allow the interview process to be more flexible and in-depth, so that the data obtained is more complete and accurate. Apart from that, documentation is also used to record events that have occurred in the form of writing, images or monumental works. Data analysis was carried out using the Business Model Canvas (BMC) and SWOT analysis. BMC analysis helps understand the business model being run and consumer perceptions of orange seed products. BMC's nine component elements, such as customer segments, value proposition, distribution channels, and others, are analyzed to provide a comprehensive picture of the company's business model. SWOT analysis is used to identify the strengths, weaknesses, opportunities and threats facing a company, so that an effective business development strategy can be formulated.

3. Results and Discussion

CV Astika Rizki Nursery, which was founded in 2019 in Batu City, East Java, is a company that focuses on breeding high quality citrus plants. Batu City itself is known as the center of orange production in Indonesia, which provides an ideal environment for CV Astika Rizki Nursery to develop. Since its inception, this company has had a vision to become one of the main providers of orange seeds not only in the domestic market but also internationally. Through a strong commitment to quality, they produce various types of orange seeds, including Siamese oranges and tangerines, ensuring that each seed has optimal growth and productivity potential. In its operations, CV Astika Rizki Nursery not only offers seeds but also provides consulting services and technical support to farmers, helping them optimize their orange harvest. The company continues to strive to adopt the latest agricultural technologies and methods, collaborating with experts and research institutions to improve product quality and production process efficiency. They also actively build partnerships with local farmers, plantation entrepreneurs and local governments, which allows them to expand market networks and distribute products effectively. Although the main focus is still on the domestic market, this company has started exploring export opportunities to neighboring countries that have high demand for quality oranges.

Business Model Canvas (BMC) analysis shows how CV Astika Rizki Nursery creates value and manages its business effectively. They target market segments that include orange farmers, orchard owners and plant hobbyists with medium to high incomes. Their main products are superior citrus seeds, agricultural consulting services, and plant care services, all of which are delivered through offline and online distribution channels. The company maintains close relationships with customers through various initiatives such as regular communications, loyalty programs and responsive customer service. The main income comes from seed sales and consulting services, with additional sales from supporting products such as fertilizer and gardening tools. CV Astika Rizki Nursery has key resources such as fertile soil, superior seeds, modern facilities and dedicated experts. Their main activities involve planting, seed care, research and development, and marketing and distribution. Strategic partnerships have been established with seed suppliers, plant shops, research institutions, agricultural universities, and farming communities to support their operations. The main cost structure includes the costs of seeds, labor, equipment, as well as marketing and distribution activities. Based on the results of the analysis of each element of the business model canvas, there are variables that change from the initial business model conditions of CV Astika Rizki Nursery, and there are also those that do not change for each element of the business model canvas. The development of a business model canvas that can be proposed for CV Astika Rizki Nursery can be sourced from the results of a SWOT analysis or questionnaire. The CV business model development plan. Astika Rizki Nursery based on the business model canvas in its entirety can be seen in Figure 1.

Business Model Canvas				
Key Partners 1. Seed Supplier 2. Plant shop 3. E-commerce 4. Farming community	Key Activities 1. Planting and caring for seedlings 2. Research and development 3. Marketing and distribution 4. Customer education Key Resources 1. Fertile soil 2. Superior orange seeds 3. Modern nursery facilities 4. Irrigation systems and agricultural equipment	Value Proposition 1. High quality standard orange seeds 2. Optimal harvest results and healthy plants 3. Continuous technical support 4. Guaranteed healthy seeds 5. Customer testimonials	Customer Relationships 1. Regular communication 2. Responsive customer service 3. Transparency in the production process 4. Ongoing consultation and technical support Channels 1. Direct sales in nurseries 2. Online Store 3. Marketplaces 4. Social media 5. Partnership with other business entities	Customer Segments 1. Orange Farmer 2. Garden owner 3. Plant hobbyist 4. Plant shop 5. Plant wholesale supplier
Cost Structure 1. Seed costs 2. Labor 3. Agricultural equipment and technology 4. Plant care 5. Marketing and distribution			Revenue Streams 1. Direct sales of orange seeds 2. Agricultural consulting services	

Figure 1. Analysis of the BMC CV Astika Rizki Nursery development plan

CV Astika Rizki Nursery, which is dedicated to citrus plant nurseries, has carried out a comprehensive SWOT analysis to understand its position and business potential in a dynamic market. In this analysis, it was found that CV Astika Rizki Nursery has a number of significant strengths. The high quality of orange seeds is the main pillar of their strength, supported by a good reputation in the local market. In addition, their location in Batu City which is strategic and known as a center for orange production provides geographical advantages that cannot be ignored. Skilled and experienced human resources in agriculture are also important assets that support their operations. However, these companies also face several weaknesses that need to be addressed to maximize their growth potential. Limited business capital is one of the main obstacles, which affects their ability to increase production capacity and expand infrastructure. Relatively high seed prices compared to competitors can also be an obstacle in attracting customers who are more price sensitive. In addition, the management system that needs to be improved is the focus of internal improvements to ensure better operational efficiency.

Looking to the future, CV Astika Rizki Nursery is in a strong position to take advantage of a number of opportunities in the market. The ever-increasing demand for orange seeds, both in the domestic and international markets, provides great opportunities for expansion. Support from the government in the form of policies and programs that encourage agriculture also paves the way for them to develop their business further. The potential to enter export markets offers tempting growth prospects, while partnerships with various parties, such as research institutions and farming communities, can strengthen their distribution networks. Adopting the latest technology in agriculture also allows them to increase productivity and seed quality in a sustainable manner. However, CV Astika Rizki Nursery must be alert to threats that could disrupt their business. Increasingly fierce competition from other citrus breeders requires them to continue to innovate and maintain competitive advantages. Climate change and price fluctuations in global markets can be a major challenge that affects their production and income. Apart from that, government policies that are not always supportive and threats from pests and plant diseases are external factors that must be managed well.

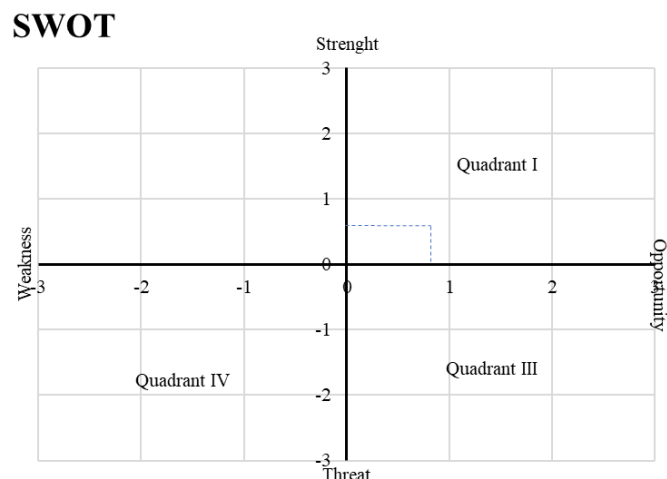


Figure 2. SWOT Quadrant of CV Astika Rizki Nursery

In the context of the SWOT Matrix, CV Astika Rizki Nursery is in Quadrant I which shows a strong position with the dominance of strengths and opportunities as shown in Figure 2. The recommended aggressive strategy is to expand production capacity to meet increasing market demand. By taking advantage of the superior quality of seeds and strategic location, they can expand their market share at home and abroad. Innovative approaches in agricultural technology will be key to increasing efficiency and productivity, allowing them to offer products at more competitive prices. Additionally, developing strategic partnerships with governments, research institutions and farming communities will strengthen their position in the industry and open access to new markets and additional resources. Stronger funding through partnerships or external investment can also overcome capital constraints, allowing them to develop better infrastructure and management systems. By adopting this strategy, CV Astika Rizki Nursery can make maximum use of existing opportunities and overcome threats and weaknesses in a proactive and planned way. With in-depth understanding through BMC and SWOT analysis, CV Astika Rizki Nursery can continue to innovate and adapt to overcome challenges and take advantage of existing opportunities. This strategy supports their aim to grow and become a leader in the citrus breeding industry, while continuing to make a positive contribution to the local community and the wider agricultural industry. The CV business model development plan. Astika Rizki Nursery based on the business model canvas in its entirety can be seen in Figure 3.

CV Astika Rizki Nursery has conducted an in-depth SWOT analysis to evaluate the internal and external factors that influence their business. From this analysis, the company identified internal strengths such as high seed quality, good reputation, and extensive marketing network, which support expansion and product innovation strategies. In addition, external opportunities such as increasing demand for orange seeds and government support for the agricultural sector open up significant growth potential. Based on the integration of SWOT analysis results into the Business Model Canvas (BMC), CV Astika Rizki Nursery has developed an effective strategy by focusing on key partners such as seed suppliers, plant shops and e-commerce to expand distribution reach and share resources. Their primary activities include seed growing, research, marketing and customer education, while their value proposition includes high-quality seeds and ongoing technical support. In maintaining relationships with customers, the company provides regular communication, responsive customer service, and transparency in the production process. Through diverse distribution strategies and efficient cost management, CV Astika Rizki Nursery aims to maximize profitability from sales of orange seeds and agricultural consulting services. With this approach, the company can not only strengthen its position in the market but also achieve sustainable growth in the citrus breeding industry.

Business Model Canvas				
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ol style="list-style-type: none"> Seed Supplier Plant shop E-commerce Farming community Local government University Financial Institutions (For Funding) 	<ol style="list-style-type: none"> Planting and caring for seedlings Research and development Marketing and distribution Customer education 	<ol style="list-style-type: none"> High quality standard orange seeds Agricultural consulting Plant care services Technical Education Optimal harvest results and healthy plants Continuous technical support Guaranteed healthy seeds Customer testimonials 	<ol style="list-style-type: none"> Regular communication Responsive customer service Transparency in the production process Ongoing consultation and technical support 	<ol style="list-style-type: none"> Orange Farmer Garden owner Plant hobbyist Plant shop Plant wholesale supplier
	Key Resources		Channels	
	<ol style="list-style-type: none"> Fertile soil Superior orange seeds Modern nursery facilities Irrigation systems and agricultural equipment Experienced team of agricultural experts and technicians Competent marketing staff 		<ol style="list-style-type: none"> Direct sales in nurseries Online Store Marketplaces Social media Partnership with other business entities 	
Cost Structure			Revenue Streams	
<ol style="list-style-type: none"> Seed costs Labor Agricultural equipment and technology Plant care Marketing and distribution 			<ol style="list-style-type: none"> Direct sales of orange seeds Agricultural consulting services 	

Figure 3. Business Model Development CV. Astika Rizki Nursery

4. Conclusion

Based on research conducted at CV Astika Rizki Nursery in Batu City, it can be concluded that this company excels in the quality of orange seeds through modern planting techniques and agricultural consulting services. However, companies face limited capital, skilled labor, and intense competition. To overcome this challenge, the recommended development strategy includes increasing efficiency through adopting modern technology, diversifying products and services, and strengthening digital marketing to expand market reach. Business Model Canvas (BMC) and SWOT analysis shows that CV Astika Rizki Nursery needs to focus on an aggressive strategy (SO strategy) by intensively expanding markets and products, increasing cooperation with strategic partners, and utilizing digital technology for online marketing and sales. In this way, the company can increase the competitiveness and sustainability of its business in the citrus nursery industry.

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Author Profile



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