

Mekar Hurip Nursery's Digital Marketing Strategy during the Covid-19 Pandemic Using the Business Model Canvas (BMC) Approach

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Abstract. Mekar Hurip Nursery, a supplier of ornamental plants and fertilizers in Sukamantri village, Bogor, saw a surge in plant sales during the COVID-19 pandemic. With the rise of at-home activities, ornamental plant care became popular, offering people a way to overcome boredom. To leverage this trend, Mekar Hurip Nursery expanded its market reach through digital marketing on platforms like YouTube, Instagram, Facebook, TikTok, and WhatsApp, significantly increasing sales. This study examines the impact of digital marketing on sales before and after its adoption, using the Business Model Canvas to analyze changes across its nine components. Results showed a remarkable 90% increase in sales, which positively influenced the company's revenue. This growth highlights the effectiveness of digital marketing in enhancing Mekar Hurip Nursery's market presence and profitability.

Keywords: Business Model Canvas, Digital Marketing, Ornamental Plants

1 Introduction

Ornamental plants are plants that have a beauty value in terms of shape, leaf color, crown and flowers, often used to decorate yards and so on [1]. Ornamental plants are a strong enough attraction for Indonesian people to fill activities by caring for and cultivating ornamental plants in the midst of the COVID-19 pandemic in 2020. At the beginning of 2020, the Indonesian people received news about a virus called corona. Coronavirus (COVID 19) is an infectious disease caused by a newly discovered virus named corona [16]. Regulations set by the government regarding Large-Scale Social Restrictions that limit community activities outside the home and require people to work from home (work from home). Efforts made by the government to prevent the spread of the Covid-19 virus chain are by implementing social distancing and Physical Distancing [8]. This makes people look for other activities to overcome boredom. So that there is a trend of caring for ornamental plants that is widely carried out by various circles of society to make it a new lifestyle, namely caring for and collecting various types of ornamental plants in the yard of the house [4]. The activity of planting ornamental

plants is one of the activities that can reduce boredom and calm the thoughts and feelings of everyone [12]. The increasing trend of caring for ornamental plants causes the demand for ornamental plants to increase significantly. The price of ornamental plants also soared as a result of the high demand for ornamental plants. The average ornamental plant production shows an increasing number in 2019-2021 [2]. The large number of requests for ornamental plants makes business actors expand their marketing through digital marketing. Digital marketing is the application of digital media, data and technology that is integrated with communication to achieve marketing goals [3]. Marketing is mostly done through social media, websites or marketplaces that support long-distance purchases. Social media is a great opportunity to build significant relationships and create the way social interactions are defined through communication between their social media accounts, social media is growing rapidly in terms of the number and variety of platforms and users [11]. Therefore, the use of social media as a tool for marketing is a big enough opportunity because almost all people are social media users, besides that the market coverage covered is also getting wider. Mekar Hurip Nursery as one of the companies engaged in the sale and purchase of ornamental plants located in Sukamantri village, Bogor district, West Java. Mekar hurip is famous for its various leaf ornamental plants and is a company attraction. The products sold by Mekar Hurip Nursery are leaf ornamental plants such as aglonema, ivory betel, red betel, monstera, caladium, suplir, taro and so on. The unique shape and color of ornamental plants is also one of the reasons for consumers to buy various types of ornamental plants, the more unique the shape or color is, the more expensive the price of an ornamental plant and makes it rarer because many consumers want it [4]. Mekar Hurip Nursery is one of the ornamental plant distributors that has implemented an ornamental plant marketing system through digital marketing channels. There has been a lot of increase in the price and demand for ornamental plants due to the current trend. Based on this background, the purpose of this study is to analyze the impact on Mekar Hurip Nursery's income after market expansion through the implementation of digital marketing.

2 Literature Review

2.1 Digital Marketing

Digital marketing is the marketing of products or services using digital technology, especially on the Internet, but also includes smartphones, display ads, and others that fall into the category of digital media. [5]. Digital marketing can also be defined as the conventional projection of marketing, its tools and strategies, on the Internet. However, the peculiarities of the digital world and its use for marketing have driven the development of channels, formats, and languages that produce tools and strategies that offline marketing does not [11]. Digital marketing includes all marketing efforts carried out using electronic devices or the internet. Businesses leverage digital channels such as search engines, social media, email, and their websites to connect with current and potential customers. It can also be referred to as online marketing or website marketing. Digital marketing is defined by marketing that is done by using various digital media and channels to connect with customers where they spend a lot of their time doing online activities. From websites to business online branding assets - digital advertising, email marketing, online brochures and more [5]. Digital marketing requires content to promote. Marketing content has an important role in social media, multimedia, and search engines. There needs to be an understanding of the importance of current trends and how content marketing will be carried out. Content is the foundation of all digital marketing

and is critical to creating brand awareness for consumers [15]. To understand the importance of digital marketing in general, we need to understand and manage audience interactions. Digital marketing today is about more types of interaction with the audience [3].

1. Digital devices: The majority of consumers interact with businesses using smartphones, tablets, laptops, desktop computers, TVs, gaming devices, virtual assistants and other connected devices.
2. Digital platforms: Most interactions occur on digital platforms via browsers or applications from major 'platforms' or related application services such as Facebook and Instagram, Google and YouTube, and so on.
3. Digital media: Different communication channels to reach and engage potential customers, including advertising, email and messaging, search engines and social networks.

2.2 Ornamental Plants

Ornamental plants are plants that have a beauty value in terms of shape, leaf color, crown and flowers, often used to decorate yards and so on [1]. Ornamental plants or in Latin referred to as Ornamental plants are a type of flower or foliage plant that has a beautiful shape and color. Along with the advancement of civilization, ornamental plants are usually often identified with plants that have flowers, branches, stalks, leaves, aromas and roots that can attract and have a high artistic aesthetic value [6]. Ornamental plants are plants that have certain beauty and attractiveness values and have economic value for indoor and outdoor decoration purposes. Because it has an economic meaning, ornamental plants can also be cultivated into a business that promises big profits [10]. Ornamental plants in Indonesia are very diverse in type and color. The large demand for ornamental plants can make plant prices increase from normal prices. Differences in types and colors of ornamental plants can also affect the selling price of these ornamental plants, the more demand for a type of ornamental plant it will make the type of plant rare and the selling price soaring high. In choosing ornamental plants to be purchased, consumers will see the physical appearance of ornamental plants, namely the size of large or small flowers, the beauty of the color, the freshness of the flowers and leaves and the quality according to the wishes of consumers, so they will be interested in buying ornamental plants that are marketed and in accordance with their wishes. consumers, especially potential consumers [10].

2.3 Business Model Canvas

The business model canvas is a tool used to describe, visualize, assess, and change business models, and a business model explains the rationale for how organizations create, deliver, and capture value [13]. The Business Model Canvas (BMC) helps companies in shaping the design of the company's business model along with the development of the strategy, the business model will also grow [7]. The business model innovation framework becomes a tool to increase the canvas on a company's business model. Innovation has a role in the form of simple development to create strategic value if there is a change [14]. The business model canvas has nine segments in its concept covering four main areas of a business, namely customers, offerings, infrastructure and company finances. The business model is implemented through the company's organizational structure, processes and systems [13]. The nine elements contained in the business model canvas:[13]

1. Customer segments

Customer segmentation is a group of people or organizations targeted by a company to reach and serve their needs. Companies do grouping customers into several different segments according to needs, the same behavior or other attributes. Here are some of the different types of customer segmentation:

- a. *Mass market*
The business model that focuses on the mass market has no distinct customer segmentation. The business model focuses on a large group of customers with similar problems and needs.
 - b. *Niche market*
This business model caters to specific and specialized customer segments. Everything on the market is tailored to specific customer needs.
 - c. *Segmented*
Different market segmentation according to their respective needs and problems.
 - d. *Diversified*
A business with two different customer segments that are not related to their problems and needs
 - e. *Multi-sided platform*
Businesses that serve two or more customer segments and are interdependent.
2. Value proposition
The value proposition is a collection of products and services that create value for certain customer segments, the value proposition is also the benefits offered/provided by the company to customers. Each customer segmentation has different needs, this must be met by the proportion of values owned by the company to be able to reach customers to consume the company's products.
 3. Channels
Channels are the way a company connects with customers to deliver the value it offers through communication, distribution and sales channels. Channels play an important role when it comes to customer experience.
 4. Customer relationship
Customer relationship is an effort made by the company for certain customer segments that are more specific. The company must clarify the relationship it wants to create in each customer segment. The relationship can be a personal relationship to an automatic relationship. The customer relationships that a company creates greatly affect the overall customer experience.
 5. Revenue streams
Revenue streams are cash that the company gets from customers (costs must reduce revenue to generate revenue) who buy the added value that the company offers. The company can generate one or more revenue streams from each customer segment it owns
 6. Key resources
The most important assets for a business model are key resources. These resources are the backbone of a company to create and offer value proposition to customers, reach target markets, maintain relationships with segmented customers and earn revenue. A company's

primary resources can be physical, financial, intellectual, or human. Key resources can be owned by the company or leased by the company's main partners

7. Key activities

Key activities are the most important things a company must do in the form of activities to run/make its business model work. Every business model that is formed definitely requires key activities and each business model has its own key activities.

8. Key partners

Main partnerships are parties outside the company who can work together to carry out key activities. A business model will not work without cooperation. The company establishes partnerships for an optimal business model, reduces business risk and obtains business support resources.

9. Cost structure

The cost structure is all types of costs incurred by the company while running the business model. In addition, the cost structure also arises from creating and delivering value, maintaining customer relationships and generating revenue.

3 Methodology

This research was conducted using a qualitative descriptive method. A qualitative approach is an approach that tends to use analysis in the process. The data used in this study are data obtained from various sources, such as: observations, field notes, interviews and surveys. Interviews were conducted directly with the company to obtain data in accordance with the company's circumstances. The types of data used by researchers are primary data and secondary data. Primary data based on research conducted and secondary data as supporting data for previous studies that are relevant and used as supporting data for this research.

4 Result and Discussion

Mekar Hurip Nursery is one of the ornamental plant companies in Bogor, West Java that has implemented digital marketing. Digital marketing is done by placing promotional advertisements related to various products sold by Mekar Hurip Nursery through social media accounts that are managed directly by the company owner. Since the Covid-19 pandemic and the trend of buying ornamental plants that have increased sharply, the use of digital marketing is one of the ways Mekar Hurip Nursery has done to reach the market and reach potential customers. With regulations that require people to carry out activities at home, the majority of people also make purchases of various kinds of needs through digital platforms. By doing digital marketing, the products marketed by the company are becoming more and more recognized by many people because of the very wide reach of digital marketing. Nowadays, with the development of the times, social media users are increasing and come from various ages and genders. This is certainly a great opportunity for companies to create marketing strategies through digital marketing. The research conducted is an analysis of developments that occurred after the implementation of digital marketing strategies at Mekar Hurip Nursery in Bogor. The analytical tool used is the Business model canvas which has nine blocks to map the company's condition. The nine elements are: customer segments, value proposition, channels, customer

relationships, revenue streams, key resources, key activities, key partners, and cost structure. The nine elements of the Business model canvas are interrelated and mutually support one another to form a unified business model. The following are the results of the analysis of nine BMC elements that have been carried out at Mekar Hurip Nursery related to the digital marketing strategy that has been carried out by the company:

4.1 Customer Segments

This business model canvas moves starting with customer segmentation as the first element to be analyzed. Customer segmentation or customer grouping based on geographic, demographic and psychographic segmentation. In determining the customer segment that will be the company's target, STP (Segmentation, Targeting, Positioning) analysis is also carried out.

1. Segmentation

There are geographic, demographic and psychographic segmentation. Geographic segmentation means a company can decide to operate in one or several geographic areas or operate in all areas taking into account geographical differences or needs and wants. Demographic segmentation is a segmentation that divides the market into groups based on variables such as age, gender, family size, family life cycle, income, occupation, education, religion, race, and nationality. Psychographic segmentation is a segmentation that divides buyers into different groups based on social class, lifestyle, or personality characteristics (Kotler and Armstrong 2018). Based on the three segments, Mekar Hurip Nursery's customer segmentation is based on geography, namely customers around Indonesia whose distance is still affordable for sending ornamental plants. For demographic segmentation, they are housewives, men and women aged 30 years and over. Psychographic segmentation consists of ornamental plant collectors and ornamental plant lovers.

2. Targeting

The target market is a target market consisting of a set of buyers who have a common need or characteristic that the company decides to serve (Kotler and Armstrong 2018). Mekar Hurip Nursery has a target market which is housewives, ornamental plant lovers, ornamental plant collectors, men and women aged 30 years and over. The method used to reach the specified target customer is through a marketing strategy carried out using digital marketing. This strategy can reach unlimited customers.

3. Positioning

Positioning is a product's position in the consumer's mind, namely how the product is defined by consumers on the basis of important characteristics-the place the product occupies in the consumer's mind relative to competing products (Kotler and Armstrong 2018). In this case, Mekar Hurip Nursery wants to create an impression as a supplier of leaf ornamental plants in the minds of consumers, this is because Mekar Hurip is very synonymous with leaf ornamental plants that are marketed.

4.2 Value proposition

Added value for a company is a form or embodiment of its customer segmentation needs. Customers will choose a company if their needs/wants can be met by the added value in the company. At Mekar Hurip Nursery, the added value offered by the company is in the form of diversity of ornamental plants, quality of ornamental plants and completeness of products. The many types of leaf ornamental plants marketed by Mekar Hurip are an advantage for the company because all kinds of leaf ornamental plant needs owned by customers are available at Mekar Hurip Nursery ranging from ornamental plants at low prices to high prices. This variety

of ornamental plant products means various sizes, various prices and various variations. This will answer the needs of customer segmentation, namely ornamental plant lovers and plant collectors who certainly have a lot of demand for the product. The next added value is the quality of ornamental plants. Mekar Hurip Nursery really cares for and pays attention to the quality of marketed ornamental plants. The existence of this quality can also be seen from the number of customers who buy ornamental plants at Mekar Hurip Nursery, both long distance customers and close customers by purchasing directly or through online media. Next is added value in the form of completeness of products offered by Mekar Hurip. Not only selling leaf ornamental plants, Mekar Hurip Nursery also sells ornamental plant needs such as fertilizer to stimulate leaf or flower growth for ornamental plants. This certainly makes it easier for consumers to buy ornamental plants and their needs are enough in one place. The various added values offered by the company are the attraction and selling points for the company to meet customer needs.

4.3 Channels

The next element of the business model canvas is the channel. Channels are media that act as intermediaries between Mekar Hurip Nursery and customers. The media used is also a place for companies to carry out various promotions and share various posts about company products, company activities, knowledge about ornamental plants, ornamental plant care and so on. Mekar Hurip Nursery uses two types of channels in marketing its products. The channels owned by the company are in the form of direct channels and indirect channels. For direct channels, customers can come directly to buy various products marketed by Mekar Hurip Nursery, either coming directly to the cultivation site or coming directly to the ornamental plant association in Sukamantri village. The association is a form of cooperation from various ornamental plant companies in the village. Ornamental plants from various companies are collected in the community and then marketed directly. The advantage of this direct channel is that customers can see firsthand the condition of the plants to be purchased and can see firsthand the variety of plants offered by the company. Another channel used by the company is the indirect channel. This means that consumers make purchases of products indirectly, or purchases are made through the media used to market the product. The indirect channels used by Mekar Hurip Nursery are various social media channels such as Facebook, Instagram, Youtube and Tiktok as well as the company's website. With the following that the company has and is supported by interesting content, it will increase customer interest to at least see the product being marketed and then be interested in making a purchase. The next indirect marketing channel is through distributors. Mekar Hurip Nursery also has various distributors from within and outside the city. So for customers who want to buy products directly but the company's location is too far away, they can buy through the nearest distributor. The more diverse channels a company has in marketing its products, the easier it will be for customers to find and find these products.

4.4 Customer relationship

The next element is customer relations. This element in the business model canvas is very important to be considered by the company, because the treatment received by customers from the company will increase customer loyalty to the company. Customer relationship is also one of the efforts made by the company to retain existing customers. Mekar Hurip Nursery in maintaining customer relations provides various services that can increase customer loyalty. The relationship formed is in the form of receiving criticism and suggestion services as well as

holding discounts and cheap ornamental plant packages for certain products on big days or on the anniversary of certain events. Services for criticism and suggestions are received by the company directly or indirectly, namely through social media owned by Mekar Hurip Nursery. This service is expected as a tool to measure the performance that has been done by the company so that the company's shortcomings that are felt by customers can be immediately evaluated and repaired immediately. This is done so that customers can still feel comfortable transacting with Mekar Hurip Nursery. The next customer relationship is discounts and cheap ornamental plant packages held by the company on certain days. For example, when commemorating the 77th Independence Day of the Republic of Indonesia, Mekar Hurip Nursery made a package of ornamental plants at a price of Rp. 77,000 for several types of plants. This certainly makes customers interested and buying these products because the prices are cheap, especially if the plants being marketed are ornamental plants that are trending.

4.5 Revenue streams

Stream of income or the amount of money a company earns from selling products marketed in a certain period. Mekar Hurip Nursery has income from the sale of the company's products, including leaf ornamental plants, teak seeds and leaf and flower growth stimulant fertilizers. The income stream received by the company before implementing a marketing strategy through digital marketing and after implementing a digital marketing strategy underwent a significant change. Mekar Hurip Nursery implements digital marketing in order to expand the market reach achieved by the company and introduce the company's products to more potential customers. Supported by the trend of caring for and cultivating ornamental plants that were viral in Indonesia during the covid-19 pandemic, digital marketing marketing strategies became increasingly influential. Due to limited community activities from home, most people are looking for new activities such as taking care of ornamental plants and it is not uncommon for people to choose to make purchases through digital media in order to comply with established health protocols and make it easier for distance purchases. far. Changes that occur to the income stream obtained by Mekar Hurip Nursery by using a sample of several company products sold can be seen in table 1.

Table 1. Mekar Hurip Nursery's income before and after implementing digital marketing strategies

Plant Type	Price	Before (Offline)		After (Online)	
		Unit Sold (pcs)	Income	Unit Sold (pcs)	Income
Solomon teak	Rp8.000	150	Rp1.200.000	1000	Rp8.000.000
Ivory betel	Rp5.000	150	Rp750.000	300	Rp1.500.000
Aglonema Adelia	Rp200.000	15	Rp3.000.000	150	Rp30.000.000
Aglonema snow white	Rp15.000	150	Rp2.250.000	300	Rp4.500.000
Fertilizer	Rp18.000	50	Rp900.000	2000	Rp36.000.000
Total Income		515	Rp8.100.000	3750	Rp80.000.000

Based on the data in the table, it can be seen that the digital marketing strategy carried out by Mekar Hurip Nursery had a big impact in the form of a fairly high increase in the company's sales figures. This shows success in a strategy that is undertaken. The income before the

company implemented a digital marketing strategy was around IDR 8,100,000 per month, while when the company implemented a digital marketing strategy, the company's revenue increased very significantly to IDR 80,000,000. The increase in the company's revenue increased by 90% from the previous year. Sales of plant and fertilizer units also experienced a high increase due to the wider market reach that the company could reach

4.6 Key resources

The next element of the Business model canvas is the main resource as an element that is no less important in a business model. Resources are the key to carrying out all activities carried out by the company to create an added value in accordance with customer needs. Mekar Hurip Nursery has human resources, physical resources and financial resources. In human resources, there are workers who act as the main actors in the activities carried out by the company. Mekar Hurip Nursery has employees who are divided into two parts, namely field employees or land employees who are assigned to cultivate ornamental plants, as well as fertilizer employees or employees who are assigned to produce fertilizer in the company. For the company's digital marketing activities, it is carried out by the business owner personally so that there are no special employees in the marketing department. The next resource is physical resources or resources used by the company to create added value for the products to be marketed. The physical resources owned by Mekar Hurip are in the form of land used for cultivation and marketing locations for ornamental plants. In addition to land, the company also has operational tools that are used to support ornamental plant cultivation activities. Next is financial resources in the form of resources in the form of cash. To start an ornamental plant cultivation business, the owner of Mekar Hurip Nursery spent Rp. 50,000,000 as capital to purchase the company's assets.

4.7 Key activities

Each business model has different key activities to run its business and create added value. At Mekar Hurip Nursery, the activities carried out are ornamental plant cultivation and ornamental plant marketing. This ornamental plant cultivation consists of various activities carried out to reproduce and maintain the quality of the plants that will be marketed by Mekar Hurip Nursery. In addition to cultivating, Mekar Hurip Nursery also produces fertilizers to stimulate leaf and flower growth for ornamental plants as one of the products marketed by the company. After cultivating ornamental plants and producing fertilizers, Mekar Hurip Nursery also conducts marketing of various products it has, either offline or through digital marketing platforms. Further explanation regarding the various key activities carried out by the company are as follows:

1. Ornamental plant cultivation

Mekar Hurip Nursery conducts marketing of leaf ornamental plants that are independently cultivated by ornamental plant farmers in the company. Propagation of ornamental plants is done by cuttings technique. It can also reduce the company's cost of growing ornamental plants compared to growing from scratch. The cutting technique also makes it easier for faster propagation and the quality of the resulting plant will be the same as the quality of the parent plant. In addition, the cutting technique can be carried out continuously and does not need to incur expensive propagation costs and does not require special techniques or skills to perform cuttings on ornamental plants. In addition to propagation, in the process of cultivating ornamental plants at Mekar Hurip Nursery, treatments are also carried out such as giving fertilizers and eradicating pests that can damage plant quality.

2. Fertilizer production

In addition to marketing leaf ornamental plants, Mekar Hurip Nursery also markets Mekar hurip plus fertilizer produced by the company. The fertilizers produced are shoot stimulants, leaf stimulants and flower stimulants. Mekar Hurip plus fertilizer is intended for ornamental plants and Solomon teak plants.

3. Product marketing

Mekar Hurip Nursery markets its products directly and through digital marketing. Products marketed by Mekar Hurip Nursery are Solomon teak seeds, Mekar hurip plus bloom fertilizer, and various types of ornamental plants such as aglonema, monstera, betel ivory, and others. Direct marketing activities are carried out by the company in Sukamantri village, Bogor district, West Java. In addition to directly, Mekar Hurip Nursery also conducts digital marketing through the company's social media applications. The digital marketing strategy carried out is by uploading ornamental plant content ranging from knowledge about ornamental plants, types of ornamental plants, how to care for ornamental plants, tips and tricks for ornamental plants, as well as promotion of ornamental plant packages and discounts on certain days. Digital marketing and content uploads are carried out by the Mekar Hurip Nursery owner personally. Promotional content in the form of promotional videos is uploaded every day in the morning via whatsapp. Every month the company provides attractive offers to consumers so that it becomes a special attraction to buy products promoted by Mekar Hurip Nursery. In addition to uploading image and video content, Mekar Hurip also conducts live events to market various products on the tiktok social media platform with a strategy for every live implementation there are promos given to consumers. Live streaming is usually done independently by Mekar Hurip Nursery or in collaboration with content creators who also like ornamental plants. Before holding a live, Mekar Hurip Nursery gave examples of plants that would be shown during live and provided different plant price packages for each live activity. Mekar Hurip Nursery will inform customers about the schedule for the next day's promotion. Another digital marketing strategy carried out by Mekar Hurip Nursery is to advertise ornamental plants on the ornamental plant group facebook which contains consumers who have an interest in ornamental plants. Information related to the company, products and various knowledge about ornamental plants can also be accessed on the website of Mekar Hurip Nursery. Therefore, the daily online marketing activities carried out are content creation and uploading of content through digital platforms. There are two times that are busy times for buyers who order Mekar Hurip products, namely in the morning ranging from 09.00-17.00 WIB and at night, at 20.00-24.00 WIB.

4.8 Key partners

A company definitely needs other parties or external parties to cooperate in order to support the activities carried out by the company to generate added value. In that case, the next element of the Business model canvas, namely the cooperation party also has an important role for the sustainability of a company. Mekar Hurip Nursery is supported by several cooperative parties to support the sustainability of the company's production and marketing. The cooperation parties owned by Mekar Hurip Nursery are as follows:

1. Supplier of cut flowers from Bandung and Cipanas

Mekar Hurip Nursery does not produce ornamental flower plants such as roses and so on. Therefore, if there is an order for flowers, Mekar Hurip Nursery cooperates with flower ornamental plant suppliers to meet customer demands regarding these plants. Suppliers of

roses usually come from the Bandung and Cipanas areas because there are indeed many ornamental flower cultivators there.

2. Farm Shop

To support the cultivation of ornamental plants, Mekar Hurip Nursery cooperates with the nearest farm shop from the company to be able to support various agricultural tools as well as fertilizers, vitamins, and pesticides needed for the care and cultivation of leaf ornamental plants at Mekar Hurip Nursery.

3. Distributor

Mekar Hurip Nursery has distributors of ornamental plants scattered in several places. Distributors take several ornamental plants from Mekar Hurip products in large quantities and then re-market them according to the specified market price.

4. Ornamental plant farmers

In addition to producing ornamental plants independently, Mekar Hurip Nursery also collaborates with other ornamental plant farmers to fill each other's plant stock vacancies. If there are customers who will buy plants with types that are not available at Mekar Hurip Nursery, they will cooperate with other farmers in Sukamantri village who have these types of plants so that customer demands can still be met.

5. Outside parties who holds live streaming

Mekar Hurip Nursery is often used as a live streaming location by various content creators who carry out promotions related to ornamental plants. Increased purchases and trends related to ornamental plants make Mekar Hurip Nursery one of the destinations for content creators to participate in marketing Mekar Hurip's ornamental plant products at a specified market price. This is a mutually beneficial collaboration between Mekar Hurip Nursery and outside parties who hold live events.

4.9 Cost structure

Every company has a cost structure to carry out activities in order to create added value. Mekar Hurip Nursery has a cost structure in the form of fixed costs and variable costs. Fixed costs incurred by Mekar Hurip Nursery represent costs for employee salaries and other costs that will remain even if no production activities are held, such as costs for electricity and water usage. In addition to fixed costs, Mekar Hurip Nursery also has variable costs that are adjusted to the number of productions carried out by the company in a certain period. Details of fixed costs and variable costs incurred by the company in each month can be seen in more detail in Table 2 and Table 3.

Table 2 Mekar Hurip Nursery production costs in one month before and after the implementation of digital marketing

Type of Plant	Cost/unit	Before (Offline)		After (Online)	
		Unit	Capital	Unit	Capital
Solomon teak	Rp3.000	250	Rp750.000	750	Rp2.250.000
Ivory betel	Rp2.000	150	Rp300.000	300	Rp600.000
Aglonema Adelia	Rp60.000	15	Rp900.000	150	Rp9.000.000
Aglonema snow white	Rp6.500	150	Rp975.000	300	Rp1.950.000
Fertilizer	Rp8.000	100	Rp800.000	2000	Rp16.000.000

Total Cost Production	665	Rp3.725.000	3500	Rp29.800.000
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Based on Table 2, it is known that the production cost of Mekar Hurip Nursery has increased very high. This is due to the large increase in production units as a result of market expansion through digital marketing as well as increasing public interest in purchasing ornamental plants.

Table 3 Total Cost of Mekar Hurip Nursery in one month before and after the implementation of digital marketing

Cost Type	Cost details	Nominal/month	
		Before (Offline)	After (Online)
Fixed cost	Fertilizer	Included in production costs	Included in production costs
	employee salary		
	Field employee salary	Included in production costs	Included in production costs
	Electricity and water	Rp500.000	Rp1.000.000
	Fixed fee amount	Rp500.000	Rp1.000.000
Variable Cost	Production Cost	Rp3.725.000	Rp29.800.000
	Other costs	Rp1.000.000	Rp3.000.000
	Total Variable Cost	Rp4.725.000	Rp32.800.000
	Total Cost	Rp5.225.000	Rp33.800.000

Based on Table 3, it is known that the total cost incurred by Mekar Hurip Nursery in one month is IDR 5,225,000 before the implementation of digital marketing and IDR 33,800,000 after implementation.

5 Conclusion

Overall, the conclusions obtained are based on the analysis that has been carried out at Mekar Hurip Nursery in order to analyze the changes that occurred after the implementation of marketing strategies through digital marketing using the Business Model Canvas analysis method, namely after the implementation of digital marketing at Mekar Hurip Nursery there was an increase in company revenue by 90%, which is before the implementation of the digital marketing strategy of Rp. 8,100,000 to Rp. 80,000,000 when the implementation has been carried out. The reach of the market achieved is getting bigger and wider so that more and more customers know and buy Mekar Hurip Nursery products. With marketing carried out through various digital platforms and the company's social media in the form of uploading knowledge content related to ornamental plants, content tips and tricks, asking questions during live streaming as well as holding discounted prices and cheap plant packages, the implementation of this strategy is considered successful so that it brings considerable change. against Mekar Hurip Nursery.

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