

# Moringa Agroindustry Development Strategy (Case Study at CV Tri Utami Jaya, Mataram City) Using *Analytical Hierarchy Process*

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## Abstract

The purpose of this study was to determine the development strategy for the moringa agroindustry. The research area was selected by purposive sampling, namely at CV. Tri Utami Jaya, Mataram City because it is the largest moringa industry in West Nusa Tenggara Province. The processed moringa leaf products studied included moringa KIDOM tea bags and morika coffee easy. The analysis method used the Analytical Hierarchy Process (AHP). Based on the results of the analysis, it is known that the most important priority for the moringa agroindustry development strategy is the market and marketing. The strategy to increase the market and marketing is to expand the market reach. Expanding the market reach is done by determining market segmentation, analyzing the market and using the market so that it can reach the target market. Alternative strategies that can be applied by CV. Tri Utami Jaya are: (1) Expanding the market reach; (2) optimizing human resources (HR); (3) optimizing facilities and infrastructure; (4) preparing financial reports regularly.

**Keywords:** *Analytical Hierarchy Process*, alternative strategy.

## 1. Introduction

Determination about draft regarding the Master Strategy for Indonesian Agricultural Development 2013-2045, one of the strategy is realize system agroindustry sustainable that produces diverse food healthy and products worth plus tall from resource biological agriculture and marine tropical. In order to realize this strategy There are two policies taken namely : (a) increasingly broaden and deepen business agroindustry based on rural areas that utilize scattered sources of germplasm in throughout Indonesia, and (b) encourage growth and development agro-industry in the same area and based on draft integrated with system agriculture agroecology Supplier material standard (Khalifah et al., 2024) .

Development product is one of key from a cycle life product on a company. Simultaneously with development technology, company sued For continuously improve and enhance mark economy from current product produced. Environment fast growing industry changed introduce product new is a method company For can *survive*. Product development is the responsibility of the operations function itself, but operations are greatly influenced by the introduction of new products. Meanwhile, product development is very limited by technology. Therefore, it is necessary to know product development strategies in order to be effective and efficient (Agustina, 2012). The purpose of this study is to determine How is the development strategy of moringa agroindustry at CV. Tri Utami Jaya, Mataram City.

According to Firdaus (2009), the policy in the field of agro-industry is expected to grow more rural-based agro-industry that transforms the potential for comparative advantage into competitive advantage. Transformation is carried out through the creation of added value products and market opportunities, especially foreign markets in addition to the domestic market. The growth and development of agro-industry on a regional scale is believed to create more business opportunities, absorb labor, increase farmer and labor incomes, and increase the economic empowerment of farmers and labor in rural areas. On a national scale, it will be able to increase foreign exchange earnings for the country because of the creation of an export market for the production of the agro-industry concerned.

## 2. Research Methodology

The basic methods used are descriptive and quantitative methods. According to Nazir (2014), the descriptive method is a method in researching the status of a group of people, an object, a set of conditions or a class of events in the present. According to Siyoto and Sodik (2015), the quantitative method is a research method that uses a lot of numbers, starting from the data collection process, data analysis, and data display. This study emphasizes analysis on numerical data (numbers) which are then analyzed using appropriate statistical methods. This method is also called a scientific method because it meets scientific principles, namely concrete, empirical, objective, measurable, rational, and systematic.

The research location was chosen intentionally, namely CV. Tri Utami Jaya, Mataram City was chosen as the research location with the required considerations (Hasnawiya, 2012). This is because the company produces *moringa KIDOM tea bags* and *morikai coffee easy* by following the development of the times. Research on the development strategy of the moringa agroindustry has never been conducted.

The research sample used key witnesses, namely key informants who were able to provide data (Fitriyah, 2021). The owner of CV. Tri Utami Jaya, Mataram City was chosen as a key informant because he understood about business development including employees of CV. Tri Utami Jaya, Mataram City, moringa farmers, the West Nusa Tenggara (NTB) Provincial Trade Office.

The data analysis method uses *the Analytical Hierarchy Process (AHP)* method. This method is carried out by creating a hierarchical structure after collecting data and information. The steps for using the *Analytical Hierarchy Process (AHP)* method, according to Handayani and Aris (2021), are:

### I. Compilation Hierarchy

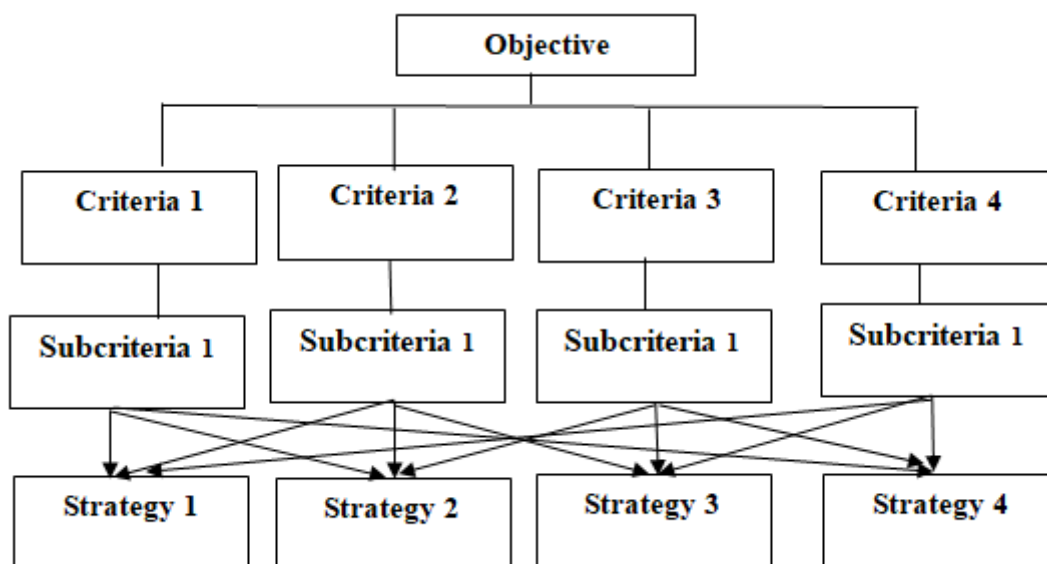


Figure 1. Structure Hierarchy *Analytical Hierarchy Process (AHP)*

### II. Weighting

Pairwise comparisons are assessed at each level of the hierarchy. According to Raharja et al. (2018), the qualitative value of the comparison scale is seen in Table 1.

Table 1. Qualitative Values of the Comparison Scale

Mark	Information
1	Equally important
3	More important
5	Clearly more
7	Very clear more important
9	Absolute more important
2,4,6,8	When in doubt between two element values

Source: Raharja et al. (2018).

### III. Determination Priority

According to Makkasau (2012), pairwise comparisons need to be done on criteria and alternatives. In Table 2, each criterion in the right column will be compared with the criteria in the left column by choosing the more important weight between the two with a weight of 1 to 9. The result is the value of the level of importance of the elements in the form of qualitative opinions.

Table 2. Pairwise Comparison Matrix

Criteria	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Criteria
C1																	C2	
																	C3	
C2																	C3	

Source: Akmaluddin (2016).

### IV. Logical Consistency

*Analytical Hierarchy Process* (AHP) give consideration to question about logic consistency. According to Pribadi et al. (2020), made decision important For know level existing consistency. *Consistency Index* with formula:

$$Ci = (\lambda_{maks} - n) / (n - 1)$$

Consistency Ratio (CR) is calculated using the formula:

$$CR = CI / IR$$

The logical consistency value has a CR value  $\leq 0.10$ . This means that the result is correct. If the value is more than 10%, then the decision data value must be corrected (Viarani and Hilma, 2015).

## 3. Results And Discussion

CV. Tri Utami Jaya was established in 1993 in Mataram, West Nusa Tenggara Province, producing various products made from moringa leaves, including *moringa KIDOM tea bags* and *morikai coffee easy*. Relying on *the supply of raw materials* from 1,000 members of farmer groups from 50 moringa farming groups in 10 districts/cities in West Nusa Tenggara Province. The company is able to maintain the availability of raw materials from post-harvest results from farmers totaling 250 Ha of moringa cultivation land in total. Entering 2016, all types of morikai products have been marketed throughout the country and exported abroad by opening *online stores* in all domestic and foreign *e-commerce*, *having 10 resellers* and 3 major distributors in Indonesia. Currently, the company has National halal legality, Business Identification Number (NIB) is an identity number for business actors issued by BKPM (Investment Coordinating Board), after submitting through OSS (*Online Single Submission*) which is integrated with other government agencies, the Food and Drug Supervisory Agency (BPOM) is an institution in Indonesia that is tasked with overseeing the distribution of drugs and food in Indonesia. The functions and duties of this agency resemble the functions and duties of *the Food and Drug Administration (FDA)* in the United States and *the European Medicines Agency in the European Union*. BPOM seeks to ensure the safety of drugs, food, and beverages consumed by consumers, *Hazard Analysis Critical Control Points (HACCP)* is widely known as a prevention system in the field of *Food Safety* which aims to ensure that a production process is free from the risk of contamination, *Material Safety Data Sheet (MSDS)*, which is a document that contains important information about a chemical product or dangerous goods. The document contains information about the identity of the material and the manufacturer of the material, then the dangers that will be caused, and the content or composition of the material, and Good Traditional Medicine Manufacturing Methods (CPOTB). CPOTB is part of quality management and quality management itself is a management function that establishes and implements quality policies, which include: *Quality system; Quality assurance; Good Manufacturing Practice in this case is CPOTB and Quality Control*. All product morikawa capable penetrate the global market with local brands. Focus development chlorination / cultivation plant Moringa, farmer partners, availability material standard, utilization technology agroindustry, legality business, building local brands *go global* and penetrate the sustainable digital *marketing* market (Erwin Irawan, 2020).

Based on the problem that has been formulated so obtained criteria, sub-criteria, and actors that influence development product made from standard leaf Moringa that is tea dip *moringa KIDOM* and

## **Criteria**

Product tea dip *moringa KIDOM* and *morikai coffee easy* need developed. According to Widyaningtyas (2021), goals develop product tea dip *moringa KIDOM* and *morikai coffee easy* that increase income entrepreneur. Here is criteria and subcriteria:

### **I. Criteria Human Resources (HR)**

Resources (HR) is component essential in effort reach objective strategic A organization or company. HR plays a very vital role in success operational, because performance effective human being can maximize achievement of organizational targets. As stated by Putra and Sobandi (2019), the low productivity Work can impact significant to quality performance organization in a way overall. Therefore that is, good human resource management be one of factor key in create competitive and superior organization. Here is a sub - criteria that can developed that is:

#### **a. Skills**

Employees who have adequate skills is one of factor key in ensure smoothness operational a business. Skills Work No only contribute to efficiency and effectiveness work, but also become measure measuring success employee in finish tasks given.

According to Setyanti et al. (2022), skills Work become indicator important in evaluate competence employees, where skilled employees more capable face challenge work and give optimal results. In case This is HR at CV. Tri Utami Jaya which is located in Mataram City sued For own skills special, especially in field technology marketing on social media. In the digital era when this, mastery technology marketing through social media platforms becomes very important, considering the increasing role of social media dominant in expand market reach and strengthen the company's branding. Employees who have skills in the field This expected capable increase effectiveness of marketing strategy company, interesting more Lots customers, as well as increase sale.

#### **b. Training**

The company held training as effort strategic For increase skills and expand outlook employees, so that they capable contribute in a way more effective to achievement objective company. HR training has role important in ensure that employee own required competencies For operate task they with Good.

According to Nainggolan et al. (2022), HR training functions as support for success company, because effective training can increase ability Work employee, fix performance individual, and in general overall support growth organization. In the context of this, company stage training focused on improving skills employee in terms of production and packaging processes. The purpose is For ensure that products produced own standard high quality and conformity with hope consumers. Trained employees with Good in the production process will more capable operate procedure with efficiency and precision, which ultimately will increase productivity company.

#### **c. Outlook**

Development outlook is aspect important in increase competence Human Resources (HR), and one of the effective method For reach objective This is through training. Training No only functioning For repair skills technical, but also for expand knowledge employee about various aspect business managed by the company. According to Bariqi (2018), added HR insight can in a way significant supported with stage targeted and relevant training with need organization. Training allow employee For understand new concepts and strategies, as well as follow development industry that continues changed.

### **II. Criteria Finance**

Aspect finance play role important in determine success and sustainability operational company, because aspect This related direct with profits generated. Finances managed with Good allow company For reach objective his business in a way more effective and efficient. According to Supriadi (2023), management proper finance and development business is very important thing and must become priority main for owner business. With good management, company can maximize potential his income and minimize risk loss. In the study This subcriteria finance consists of from:

#### **a. Capitalization**

Capital is one of the main factors that determine the success and continuity of a business's operations. Capital is needed to finance various production, marketing, and business development activities. According to Supriadi (2023), the sources of funds obtained by a business generally come from two main components, namely equity and profits generated from business operations. The use of equity often provides stability, but has limitations in terms of quantity that can limit the company's ability to expand.

b. Bookkeeping

Bookkeeping is a crucial element in a company's financial management, because it accurately records all transactions that occur, both income and expenses. This not only helps the company understand its financial condition, but also becomes a tool for better planning and decision-making. Mulyani and Nani (2023) highlighted that there are still many companies that are not fully aware of the importance of good bookkeeping, which can result in difficulties in managing finances and planning strategic steps in the future. The importance of good bookkeeping is also seen in its ability to increase transparency and accountability in financial management. With organized records, companies can more easily audit and review financial statements, which in turn can help detect errors or fraud that may occur. In addition, a good bookkeeping system also facilitates budget planning and resource management, so that CV. Tri Utami Jaya can maximize its growth potential in a competitive market.

### III. Criteria Production

Production is a series of activities aimed at transforming raw materials into finished products that are ready to be marketed. In the context of CV. Tri Utami Jaya, the production process includes the transformation of moringa leaves into *moringa tea bag products KIDOM and morikai coffee easy*. According to Widjaja et al. (2022), production can be defined as an activity that involves coordinating the use of raw materials, labor, and other resources effectively and efficiently to achieve the desired output. In this case, the success of the production process is highly dependent on several sub-criteria that need to be considered. The following are some of the sub-criteria of the production of CV. Tri Utami Jaya Kota Mataram:

a. Availability of Tools

Do updates and ensure availability adequate tools are essential For support smoothness and effectiveness of the production process products. According to Widjaja et al. (2022), machines and equipment in the production process need done maintenance in a way periodically to keep it functioning with good and avoid damage that can occur bother operational. Routine maintenance is not only extend age machine, but also ensure that tools the can operate with efficiency maximum. CV. Tri Utami Jaya has equipped with various designed tools and machines For support the production process optimally. One of the tool important to have company is can sealer machine, which works For packing product tea dip *moringa KIDOM and morikai coffee easy*. Usage can sealer machine allows company For guard freshness products and extend age save, at once increase speed and consistency in the packaging process.

b. Availability of Materials

CV. Tri Utami Jaya Company uses leaf Moringa dry as material standard main in production tea dip *moringa KIDOM and morikai coffee easy*. According to Thontowie et al. (2011), materials standard is component important thing to be part from product so, and quality material standard greatly influences quality product end. For ensure that leaf Moringa used quality high, company to weave Work The same with group farmer local. Collaboration This No only give profit for company in to obtain leaf Moringa good dry, but also supports farmer in increase results agriculture them. With to weave partnership this, company can more easy control quality leaf Moringa is accepted, because group farmer can apply practice good and friendly farming work environment The same with group farmers also create mutual relationship profitable, where farmers get a stable market For product they, meanwhile company get supply material quality and consistent raw materials.

Through approach This, CV. Tri Utami Jaya can ensure sustainability production and strengthening position they are in the market, at the same time contribute to empowerment community local. In overall, selection leaf Moringa dry as material standards and collaboration with group farmer is step strategic for company. This is No only increase quality produced products, but also creates impact



positive for economy local and environmental around.

c. Product quality

CV. Tri Utami Jaya Company has taken strategic steps to ensure that the products produced are of high quality and meet the various standards required. *Moringa KIDOM tea bag products and morikai coffee easy* has obtained recognized legality, including halal certification from national institutions, Business Identification Number (NIB), and registration from the Food and Drug Supervisory Agency (BPOM). In addition, the company also implements a recognized food safety management system, such as *Hazard Analysis Critical Control Points (HACCP)*, *Material Safety Data Sheet (MSDS)*, and Good Manufacturing Practices for Traditional Medicines (CPOTB).

According to Widjaja et al. (2022), the quality of the products produced must be able to compete in an increasingly competitive market. By meeting all these requirements, CV. Tri Utami Jaya not only guarantees product quality but also increases consumer confidence in local brands. Products that have tested and obtained legality the capable penetrate the global market, which shows that company own Power good competition at the level international. In maintaining quality products, the company also ensures that every stage production done with well, so product until to consumer in optimal circumstances. Appropriate packaging with standard No only functioning For protect product, but also create mark add something interesting for consumers. With give attention special on quality and safety product, company capable create experience positive for consumers. The results of effort This is improvement possibility consumer do purchase repeatedly. When consumers feel satisfied with quality products received, they more tend For back and do future purchases . With Thus, the strategy implemented by CV. Tri Utami Jaya in ensure quality products and fulfill various legality No only support growth business, but also contributes to loyalty more consumers tall (Erwin Irawan, 2020).

d. Quantity product

CV. Tri Utami Jaya carries out production tea dip *moringa KIDOM and morikai coffee easy* regularly, with frequency four times production in One month. According to Rachmawati (2020), the magnitude quantity The products produced are very dependent on the marketing strategy implemented by the company. An effective marketing strategy will determine market demand for product. In the context of this, company must capable analyze and understand need as well as preference consumers, so that can arrange amount appropriate production. With do production in a way regular, company can guard stability supply and ensure that product always available For consumers.

#### IV. Market and Marketing Criteria

Market and marketing are activities related to the distribution and promotion of products to consumers. According to Hutama and Subagio (2014), the marketing strategy implemented in this business involves promotion through social media. In addition, promotional activities are also carried out by participating in various exhibitions or bazaars organized by the government and private parties, both at the local and national levels. This step aims to increase product visibility and expand the reach of product recognition among the public.

a. Price

CV. Tri Utami Jaya sets the price of *KIDOM moringa tea bags and morikai coffee easy* by considering the target market being targeted. According to Budiono (2020), the price is one of factor important that influences decision purchase consumers. Determination the right price can influence perception consumer to mark product as well as Power pull products in the market. The company realized that fixed price must still affordable for consumers. With set competitive price, company No only increase opportunity sale but also expand market share. This is allow more Lots consumer For access the products offered, which in turn can push purchase repeat and loyalty consumers.

b. Promotion

Promotion is a link between companies and consumers. According to Budiono (2020), promotion is one of the powerful weapons in marketing. Companies carry out promotions online and offline. The company has utilized several social media such as Instagram, Facebook, TikTok and, Shopee, Tokopedia, Bukalapak, Blibli.com, Gofood, website [www.morikai.id](http://www.morikai.id).

c. Service

CV. Tri Utami Jaya places great importance on customer service as one of the main strategies to

achieve customer satisfaction and encourage repeat purchases. According to Widjaja et al. (2022), good service is an activity that creates satisfaction for consumers and contributes significantly to their loyalty. In an effort to achieve this goal, the company consistently teaches its workforce to provide friendly and professional service. This training includes not only good communication skills but also knowledge of the products offered, so that employees can provide accurate information and assist consumers in choosing products that suit their needs. Employees are trained to always greet consumers with a smile and a positive attitude, which is part of a pleasant customer experience.

By creating a friendly and pleasant atmosphere, the company seeks to build better relationships with consumers. This is expected to create a positive perception of the brand and products offered, so that consumers feel satisfied and encouraged to make repeat purchases. The importance of quality service also affects the company's image in the eyes of the public. When consumers feel well treated, they tend to recommend the product to others, which can expand the company's market share. Therefore, the company's focus on customer service is a long-term investment that can increase customer satisfaction and loyalty, as well as support overall business growth.

d. Target market

CV. Tri Utami Jaya has strategically set overseas market targets as part of its business expansion plan. According to Safitra (2017), selecting and reaching target markets is aspect important in an effective marketing strategy. In the context of this, company No only focus its efforts on the domestic market, but also trying For reach consumers worldwide. The target market location covers overseas and all of Indonesia, with a marketing approach carried out online through *e-commerce platforms* and *offline*. By utilizing these two marketing methods, the company eliminates the limitations of place and time, so that consumers can access products anytime and anywhere. Online marketing is one of the main pillars of the company's strategy, where the use of digital platforms allows tea bag products Market and marketing are activities related to the distribution and promotion of products to consumers.

According to Hutama and Subagio (2014), the marketing strategy implemented in this business involves promotion through social media. In addition, promotional activities are also carried out by participating in various exhibitions or bazaars organized by the government and private parties, both at the local and national levels. This step aims to increase product visibility and expand the reach of product recognition among the public. can be introduced to a wider audience, including international consumers. More Furthermore, the company also strengthens market reach with build network of resellers, distributors, and agents. This multi-channel approach show flexibility company in fulfil need diverse consumers. With existence channel varied distribution, CV. Tri Utami Jaya can ensure that product they easy accessed by consumers worldwide, as well as strengthen position competitive in the market. With Thus, the strategy implemented in reach global and domestic markets potential For increase growth sales and expansion company's market share.

### **Compilation Hierarchy Development of Moringa Agroindustry**

Based on influential criteria and subcriteria regarding development strategy agroindustry Moringa can arranged structure hierarchy in Figure 2. Figure 2 shows a hierarchy chart of the moringa agroindustry at CV. Tri Utami Jaya, Mataram City. According to Razi (2016), the *Analytical Hierarchy Process* (AHP) hierarchy is structured as an efficient decision-making process. Figure 2 contains objectives, criteria, sub-criteria and alternative strategies. Alternative strategies will be formulated based on the criteria and subcriteria.

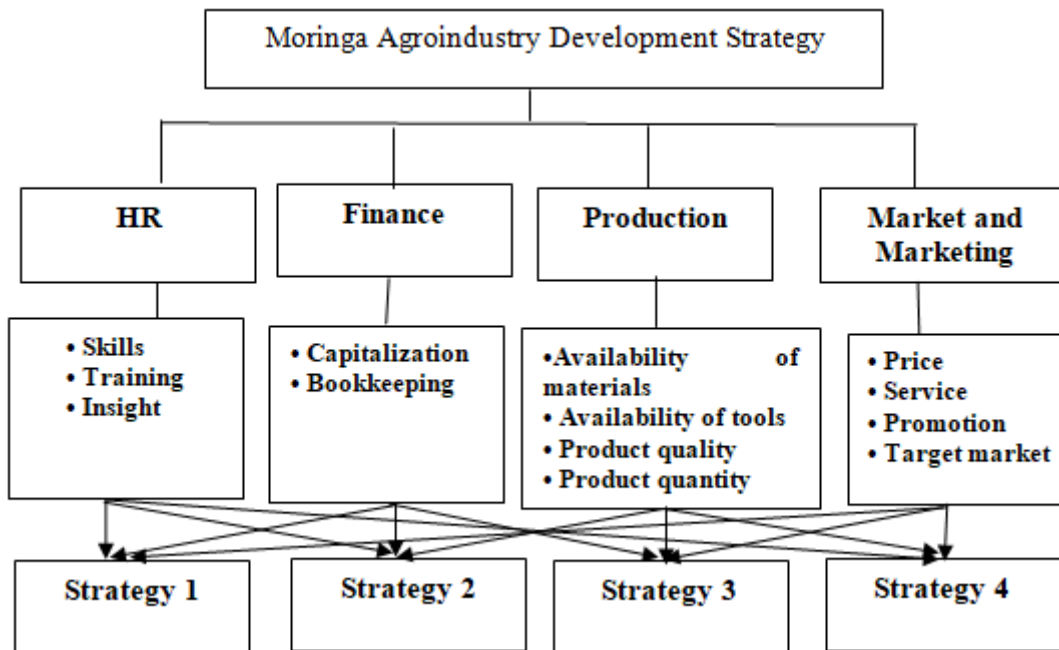


Figure 2. Hierarchical Structure of Moringa Agroindustry Development Strategy

### Weighting and Consistency Measurement for Each Element

the level of hierarchy is assessed by pairwise comparison. Steps in weighting and measurement that is:

#### 1. Matrix Criteria

Matrix criteria analyzed in study This own influence significant to development agroindustry Moringa at CV. Tri Utami Jaya, Mataram City. After through the process of weighting and testing consistency, obtained weight and priority element as following:

Table 3. Matrix Criteria

Criteria	Weight	Priority
Human Resources (HR)	0.275	2
Production	0.235	3
Finance	0.171	4
Market and Marketing	0.324	1

Source: Processed primary data 2024.

Table 3 shows that the market and marketing criteria obtained the highest priority value, namely 0.324. With mark *Consistency Ratio* (CR) is 0.10, this is This show that evaluation the consistent and fulfilling  $CR \leq 0.1$  requirement. According to Manalu and Salsabila (2021), aspects marketing covers analysis potential to demand and supply product, which is very important in determine an effective marketing strategy. Based on results analysis mentioned, CV. Tri Utami Jaya in Mataram City is advised to prioritize marketing criteria in developing its business strategy. This effort can be done through various steps, such as increasing promotion through social media platforms.

Given the popularity of social media as a communication and marketing tool, companies can leverage this platform to reach a wider audience and introduce their *KIDOM moringa teabags and easy morikai* coffee to new consumers. In addition, product innovation is also key in marketing development. CV. Tri Utami Jaya needs to conduct research and development to create new variants of teabags and coffee products that attract consumers. By introducing product innovation, companies can not only meet the growing market needs but also differentiate their products from competitors in an increasingly competitive market. Through a combination of effective marketing strategies and product innovation, CV. Tri Utami Jaya is expected to increase its market share and strengthen its competitive position in the industry, both domestically and internationally. Implementing these steps will be critical to achieving sustainable growth and long-term success for the company.

#### 2. Subcriteria

The sub-criteria matrix studied in this study was selected based on the criteria elements that



influence the moringa agro-industry development strategy. The sub-criteria include:

a. Human Resources Subcriteria

On the criteria source Power human (HR), there are three element the main thing analyzed, namely skills, training, and insight. After done weighting and measurement consistency to each element use *expert choice software*, obtained weight as well as priority element as following:

Table 4. Human Resources (HR) Sub-Criteria Matrix

Subcriteria	Weight	Priority
Skills	0.317	2
Training	0.262	3
Outlook	0.418	1

Source: Processed primary data 2024.

Table 4 shows that the insight subcriteria obtained the highest priority value, which is 0.418. The Consistency Ratio (CR) value of 0.07 indicates that the assessment is consistent and meets the requirement that  $CR \leq 0.1$ . According to Bariqi (2018), addition outlook source Power Human resources (HR) are very important and can supported with stage relevant training. In the context of This is CV. Tri Utami Jaya in Mataram City need notice that moment This company No own qualification specific in recruiting power work. Therefore that, development skills and insights employee become step crucial. Training that focuses on processing product tea dip *KIDOM moringa and morikai easy coffee* will give benefit significant in increase quality products produced as well as ability employee in operate task they.

CV. Tri Utami Jaya regularly holds training For power his work, which aims to For strengthen skills and knowledge them. In addition, the company also participates in training held by the Department of Trade West Nusa Tenggara Province. Through collaboration this, company can to obtain knowledge and skills latest relevant with industry, as well as expand network useful professional. With put forward development outlook through training, CV. Tri Utami Jaya does not only will increase its human resource competencies, but it will also capable create more products innovative and quality. This is will contribute to the improvement Power competition companies in the market, both domestic and also international. Sustainable human resource development is investment that will give impact positive term long for company, at the same time support growth and success its operations .

b. Financial Subcriteria

In the financial sub-criteria, there are two main elements analyzed, namely capital and bookkeeping. After analysis, weighting, and consistency measurement, the following element weights and priorities were obtained:

Table 5. Financial Subcriteria Matrix

Subcriteria	Weight	Priority
Capitalization	0.284	2
Bookkeeping	0.718	1

Source: Processed primary data 2024.

Table 5 shows that the bookkeeping sub-criteria has the highest priority value, which is 0.718. The results of this analysis also indicate that the financial sub-criteria have shown consistency, with a *Consistency Index* (CI) value of 0. This means that there is no inconsistency in the assessment carried out, indicating that the data analyzed is reliable. According to Mulyani and Nani (2023), many companies are not yet aware of the importance of financial records. This awareness is very important, because good bookkeeping can be an effective tool for monitoring and analyzing cash flow and helping to make more appropriate decisions.

In this context, CV. Tri Utami Jaya in Mataram City has the potential to improve and create a more structured bookkeeping system. By creating neat and systematic bookkeeping, the company can get a clear picture of its financial condition. Good bookkeeping allows the company to identify problems that may arise related to the flow of finances, including the potential for loss, waste, or inefficient allocation of resources. This information is very important for formulating appropriate improvement strategies, increasing operational efficiency, and ensuring business sustainability. Furthermore, transparent and accurate bookkeeping can also increase stakeholder trust, such as investors and business partners, in CV. Tri Utami

Jaya. Thus, good financial management through an effective bookkeeping system not only contributes to the company's financial stability, but also supports the growth and development of the business as a whole. This is an important step to ensure that the company can compete effectively in an increasingly competitive market.

c. Production Subcriteria

On the criteria production, there is influential subcriteria significant to development agroindustry Moringa. Based on results weighting and measurements carried out, Table 6 shows that subcriteria availability material own mark priority highest, namely 0.363. The *Consistency Ratio* (CR) value of 0.03 indicates that evaluation the Already consistent, fulfilling condition that CR must not enough from or The same with 0.1.

Table 6. Production Subcriteria Matrix

Subcriteria	Weight	Priority
Availability of materials	0.363	1
Availability of tools	0.178	3
Product quality	0.324	2
Product quantity	0.139	4

Source: Processed primary data 2024.

According to Nababan et al. (2019), the continuity of operational companies are highly dependent on availability supply material standard. Therefore that, continuity availability material standard become very important aspect in effort develop effort. In the context of This is CV. Tri Utami Jaya in Mataram City make an effort For guard availability material standard with do Work The same with group farmer. This is No only ensure sufficient supply, but also helps create mutual relationship profitable between companies and farmers.

In addition, CV. Tri Utami Jaya is also active look for location alternative as producer material standard. This strategy is very important For minimize possible risks arise consequence dependence on one source material standard. With diversification source supply, company can ensure smooth production process, avoiding disturbances caused by fluctuations supply, and respond changing market demand. Availability material guaranteed standard will allows CV. Tri Utami Jaya to maintain quality product, meet request customer in a way appropriate time, and in the end support growth sustainable business. Therefore that, attention to availability material standard must become priority main in development strategy agroindustry Moringa, uses reach success term long.

d. Market and Marketing Subcriteria

According to Manalu and Salsabila (2021), the marketing aspect includes an analysis of the potential demand and supply of products. In this study, in the market and marketing criteria, there are sub-criteria that are analyzed. After weighting and consistency measurements, the following element weights and priorities were obtained:

Table 7. Market and Marketing Sub-Criteria Matrix

Sub Criteria	Weight	Priority
Price	0.246	2
Service	0.367	1
Promotion	0.170	4
Target market	0.219	3

Source: Processed primary data 2024.

Table 7 shows that the service subcriteria has the highest priority value of 0.367. With a *Consistency Ratio* (CR) value of 0.04, this shows that the assessment is consistent and meets the requirements that CR must be less than or equal to 0.1. According to Manalu and Desriana (2018), creating customer satisfaction is the key to building a good relationship between a company and its customers. Therefore, CV. Tri Utami Jaya in Mataram City needs to prioritize good service as part of its business strategy.

**Formulation of Alternative Strategies for the Development of Moringa Agroindustry**

Based on the hierarchical structure in Figure 2 and the identification of criteria and sub-criteria that influence the moringa agro-industry, several alternative strategies can be formulated as follows:

- 1) Expanding market reach is one of the important strategies in business development that has a significant impact on CV. Tri Utami Jaya, Mataram City. This effort can be done through determining market segmentation, comprehensive market analysis, and effective utilization of the marketplace, so as to be able to reach a wider market and in accordance with the target. According to Priangani (2013), marketing includes aspects of demand, production, satisfaction, and market relations. CV. Tri Utami Jaya can introduce its products through promotions that utilize social media platforms, so as to increase product visibility and expand market reach more efficiently.
- 2) Optimizing source Power human resources (HR) CV. Tri Utami Jaya, Mataram City by holding training  
 Training is one of method effective For develop insight and skills power work. CV. Tri Utami Jaya, Mataram City, regularly holds training regarding the production and processing process product leaf Moringa. Training This designed For ensure that employee understand procedure proper production, so that can produce product quality high. According to Susan (2019), the source Power human resources (HR) are working individual in A organization, and therefore that, ability they must Keep going developed For increase performance and productivity company.
- 3) Optimizing facilities and infrastructure For increase quality product  
 Development strategy facilities and infrastructure is step important in increase quality product. With develop facility production, quality product will experience improvement significant. CV. Tri Utami Jaya, Mataram City, can do development facilities and infrastructure production like addition tool production, can sealer machine, table production, as well as tools support others. According to Shobaruddin (2020), CV. Tri Utami Jaya experienced limitations in do production in a way fast. Therefore that, company need update and add equipment production in order to be able to increase efficiency of the production process, so that capable fulfil market demand with more optimal.
- 4) Preparation of financial reports on a regular basis  
 Regular preparation of financial reports is one of the significant business development strategies for CV. Tri Utami Jaya, Mataram City. In running its operations, CV. Tri Utami Jaya manages a bookkeeping and payment system by cash, payment by transfer and others, including cashier recording and data collection, by implementing a structured accounting financing concept. This strategy not only helps the company in monitoring cash flow, but also plays an important role in increasing the efficiency of financial management, ensuring transparency, and supporting more appropriate business decision making.

**Determination of Alternative Priorities for Moringa Agroindustry Development Strategy at CV. Tri Utami Jaya, Mataram City**

In the research this, there is four proposed alternative strategies For support development of Moringa Agroindustry. These alternative strategies have the potential to be implemented in CV. Tri Utami Jaya, Mataram City, as shown in Table 8. These strategies include aspects of marketing, human resource development, improvement of facilities and infrastructure, and optimization of financial management. Each strategy is designed to provide solutions to the challenges faced by the company, as well as maximize the potential for business development to be more competitive and sustainable.

Table 8. Alternative Strategy Matrix

Criteria	Weight	Priority
Optimizing HR with stage training	0.243	2
Optimizing facilities and infrastructure	0.168	3
Make financial reports regularly	0.143	4
Expanding market reach	0.448	1

Source: Processed primary data 2024.

Table 8 shows that alternative strategies with priority highest For development CV. Tri Utami Jaya business in Mataram City is expand market reach, with mark weight of 0.448. The *Consistency Ratio* (CR)

value of 0.03 indicates that evaluation the consistent and fulfilling criteria consistency, where CR must be not enough from or The same with 0.1. According to Irwandi et al. (2022), marketing strategy product is efforts made For introduce product to a wider audience wide. Therefore that, expand market reach is step the right strategy For taken by CV. Tri Utami Jaya Guna increase Power compete and strengthen its position in the market.

#### 4. Conclusion

Criteria that have most important priority in development agroindustry kelor at CV. Tri Utami Jaya, Mataram City, is the market and marketing criteria. The main strategy to improve this criterion is to expand market reach. This step can be done through several approaches, such as determining the right market segmentation, conducting in-depth market analysis, and utilizing the marketplace effectively to reach a wider target market. In addition, there are a number of alternative strategies that can implemented by CV. Tri Utami Jaya in development business, namely: (1) Expanding market reach: As priority main, this strategy own mark weight highest of 0.448. With expand market reach, CV. Tri Utami Jaya can increase visibility product kelor, expanding market share, and increase Power compete at regional and international levels national (2) Optimizing source Power human (HR): Conducting training that focuses on development insight and skills power work, so that capable increase productivity and quality results work; (3) Optimizing facilities and infrastructure: Improving facility production, such as equipment and infrastructure, for support a more efficient production process efficient and productive product quality height; (4) Compilation report finance routinely: Manage bookkeeping in a way structured and consistent, which is not only help in taking decision proper financial management , but also ensure transparency and efficiency Company operations .

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