



MARKETING STRATEGY OF MORIFLOUR MORINGA POWDER (CASE STUDY: PT. KELORIA MORINGA JAYA)

STRATEGI PEMASARAN BUBUK MORINGA MORIFLOUR (STUDI KASUS: PT. KELORIA MORINGA JAYA)

Henny Pratiwi^{1*}, Yusnidar Lubis², Mhd. Ilham Riyadh³

¹*UPMI Medan

^{2,3}Faculty of Agriculture, Islamic University of North Sumatra

*email koresponden: Hennypratiwi78@gmail.com

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Abstract

Increasing competition in the herbal product industry requires firms to adopt effective and sustainable marketing strategies. Moringa-based products have significant market potential; however, their development is often constrained by internal limitations and external pressures. This study aims to analyze the internal and external marketing conditions of MoriFlour Moringa Powder at PT. Keloria Moringa Jaya and to formulate appropriate marketing strategies. A qualitative descriptive approach with a case study design was employed. Data were collected through interviews, observations, documentation, and questionnaires, and analyzed using SWOT analysis through IFAS and EFAS matrices. The results indicate that the total IFAS score was 0.98 and the EFAS score was 0.93, demonstrating the dominance of strengths and opportunities over weaknesses and threats. The SWOT diagram places the company in Quadrant I, indicating a favorable strategic position. Accordingly, growth-oriented strategies such as market penetration and market development are recommended by leveraging product quality and expanding herbal market opportunities. These findings confirm that SWOT analysis is an effective tool for formulating marketing strategies in functional plant-based agro-industries.

Keywords : Marketing Strategy, SWOT Analysis, Moringa Product, Agro-Industry.

Abstrak

Persaingan yang semakin ketat dalam industri produk herbal menuntut perusahaan untuk memiliki strategi pemasaran yang tepat dan berkelanjutan. Produk berbasis daun kelor memiliki potensi pasar yang tinggi, namun pemanfaatan peluang tersebut masih menghadapi berbagai keterbatasan internal dan tekanan eksternal. Penelitian ini bertujuan untuk menganalisis kondisi internal dan eksternal pemasaran produk MoriFlour Moringa Powder pada PT. Keloria Moringa Jaya serta merumuskan strategi pemasaran yang sesuai. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan desain studi kasus. Data dikumpulkan melalui wawancara, observasi, dokumentasi, dan kuesioner, kemudian dianalisis menggunakan metode SWOT yang dituangkan dalam matriks IFAS dan EFAS. Hasil penelitian menunjukkan bahwa nilai total IFAS sebesar 0,98 dan EFAS sebesar 0,93, yang menandakan dominasi faktor kekuatan dan peluang. Pemetaan dalam diagram SWOT menempatkan perusahaan pada Kuadran I, yang menunjukkan kondisi strategis yang menguntungkan. Strategi yang direkomendasikan adalah strategi pertumbuhan melalui penetrasi pasar dan pengembangan pasar dengan memanfaatkan keunggulan produk dan peluang pasar herbal. Temuan ini menegaskan bahwa analisis SWOT efektif dalam merumuskan strategi pemasaran agroindustri berbasis tanaman



fungsional.

Kata Kunci : Strategi Pemasaran, Analisis SWOT, Produk Kelor, Agroindustry.

1. INTRODUCTION

Globalization and the dynamics of international markets encourage agribusiness companies to continuously develop adaptive and competitive marketing strategies. Cross-border market expansion through trade and foreign investment opens opportunities to increase production scale and product value-added, while simultaneously intensifying business competition (Anggraeni, 2022). In this context, marketing does not merely function as a sales activity but rather as a strategic process that requires flexibility, innovation, and the ability to respond to changes in consumer preferences (Utami et al., 2021).

Moringa oleifera, commonly known as moringa, is a biopharmaceutical commodity with high economic and health potential. Moringa leaves are known to contain antioxidants, vitamins, minerals, and bioactive compounds that play a role in preventing various degenerative diseases (Nugrahani et al., 2021; Karina et al., 2019). Along with the increasing public interest in herbal products and functional foods, various moringa-derived products have begun to develop in the market. However, the high potential of these products has not been fully matched by structured marketing strategies, particularly among small and medium-scale enterprises that face managerial limitations and competitive pressures (Tondang et al., 2023).

Practically, the increasingly intense competition in the herbal product industry requires companies to comprehensively understand their internal and external business environments. Failure to identify strengths, weaknesses, opportunities, and threats can result in sales instability and a weakened market position (David, 2007). Therefore, the implementation of marketing strategies based on SWOT analysis is essential as a systematic and contextual strategic formulation tool, both to maintain competitiveness and to promote sustainable business growth (Kotler & Armstrong, 2021).

According to Fandy (2017), there are key elements in marketing strategy, as presented in Table 1.

Table 1. Main Elements in Marketing Strategy

Element	Alternative
Target market selection	<ol style="list-style-type: none"> 1. All buyers in the relevant market 2. Buyers in multiple segments 3. Buyers in a niche market segment
Type of demand to be stimulated	<ol style="list-style-type: none"> 1. Primary demand <ol style="list-style-type: none"> a. Among new users b. Among current users 2. Selective demand <ol style="list-style-type: none"> a. In newly served markets b. Among competitors' customers c. Within the current customer base

Source: Fandy 2017

This study aims to identify and analyze internal and external factors influencing the marketing of MoriFlour Moringa Powder at PT. Keloria Moringa Jaya, and to formulate an appropriate marketing strategy based on a SWOT analysis. The research focuses on how the company can leverage its strengths and opportunities while minimizing the weaknesses and threats faced in a dynamic business environment.

The contribution of this article lies in providing empirical evidence regarding the application of SWOT analysis in formulating marketing strategies for functional plant-based agro-industrial products. Theoretically, this research enriches the study of agribusiness marketing management, particularly for herbal commodities. Practically, the research results are expected to serve as a reference for business



actors and stakeholders in designing effective marketing strategies oriented towards developing the Moringa product market at the national and international levels.

2. RESEARCH METHOD

This study employed a descriptive qualitative approach with a case study design, which was selected to obtain an in-depth understanding of the actual conditions of marketing strategies within a single business unit in a contextual manner. The qualitative approach enables researchers to explore meanings, perceptions, and internal dynamics of the company that cannot be fully explained through quantitative methods (Bungin, 2008; Suyanto, 2005). The case study design was applied because the research focused intensively on a single object of study, namely PT. Keloria Moringa Jaya, in order to analyze the strategic factors influencing the marketing of the MoriFlour Moringa Powder product.

The research was conducted at PT. Keloria Moringa Jaya, located at Jalan M. Basir No. 19, Pangkalan Masyur Subdistrict, Medan City, North Sumatra, Indonesia. This location was purposively selected because the company is an herbal agro-industry actor that produces and markets moringa leaf powder and has reached both domestic and export markets. The study was carried out in 2025, in accordance with the period of field data collection and the availability of the company's internal data.

The population in this study consisted of all parties directly involved in operational and marketing activities at PT. Keloria Moringa Jaya. The selection of informants was conducted using purposive sampling, based on the consideration that the informants possessed relevant knowledge, experience, and direct involvement in the company's strategic decision-making processes. The research sample included the company owner and employees who were considered representative in providing information related to the internal and external factors of the business. The number of informants was not statistically determined but rather based on data adequacy (data saturation), which occurs when the information obtained becomes repetitive and no longer yields new findings.

The research instruments included interview guidelines, observation sheets, questionnaires on internal and external factors, and company documents related to production and marketing. The research indicators were developed based on the SWOT analysis framework, which encompasses the company's strengths, weaknesses, opportunities, and threats (David, 2007; Rangkuti, 2017). Data validity was ensured through source and method triangulation by comparing the results of interviews, observations, documentation, and questionnaires to ensure consistency of information.

Data collection was carried out through direct interviews with key informants, field observations of the company's operational activities, documentation studies of internal reports and sales data, and the distribution of questionnaires to identify strategic internal and external factors. The data collection procedures were implemented in a gradual and systematic manner to obtain a comprehensive overview of the company's marketing conditions.

Data analysis was conducted using descriptive qualitative methods, with SWOT analysis as the primary analytical tool. The identified internal and external factors were subsequently summarized in the IFAS (Internal Factor Analysis Summary) Matrix and the EFAS (External Factor Analysis Summary) Matrix to determine the weight, rating, and score of each factor (Rangkuti, 2017). The results of the IFAS and EFAS calculations were used to map the company's position within the SWOT diagram and to formulate alternative marketing strategies in accordance with the company's conditions. The analysis process was carried out manually with the assistance of data tabulation to ensure accuracy and clarity in interpreting the results.

3. RESULT AND DISCUSSION

Respondent Identity

Respondents in this study were clove farmers. The respondent identities described include age, education, farming experience, land area, plant age, and number of dependents.



Table 2. Internal Factor Analysis Summary (IFAS) Matrix for MoriFlour Moringa Powder, PT. Keloria Moringa Jaya

Internal analysis				
STRENGTH	Total	Rating	Weight	Scoring (Rating x Weight)
Management's ability and experience in carrying out export activities as well as solid management in running the business	40	4,00	0,19	0,76
Good product quality	45	4,50	0,21	0,95
The services provided are always oriented towards customer satisfaction.	42	4,20	0,19	0,80
Good product image	44	4,40	0,20	0,88
The company has competitive product prices based on the quality of the products it produces.	45	4,50	0,21	0,95
Total	216		1,00	4,33
WEAKNESS				
Production capacity is not yet sufficient to meet the demand of foreign consumers.	30	3,26	0,17	0,55
The supply chain is not yet optimal	34	3,26	0,18	0,59
The supply chain is not yet optimal.				
The use of online networks to market products is not yet optimal.	38	3,26	0,21	0,68
The implementation of evaluation mechanisms to improve company performance is not yet optimal.	41	3,26	0,23	0,75
Decision making is not yet supported by a complete data-based information system.	37	3,70	0,21	0,78
Total	180		1,00	3,35
total number	396			7,68
Average				3,84
Internal Factor Evaluation				0,98

Source: 2025 Data Processing

The analysis results indicate that PT. Keloria Moringa Jaya's MoriFlour Moringa Powder marketing strategy is influenced by a combination of internal and external factors analyzed using a SWOT approach. Based on the internal factor identification results, the total Internal Factor Evaluation (IFE) score was 0.98, indicating that the company's strengths outweigh its weaknesses. The company's key strengths include high product quality, a positive product image, raw material availability, and experience in marketing products to export markets. Meanwhile, identified weaknesses include limited human resources, suboptimal marketing management, and limited promotion.

Table 3. External Factor Analysis Summary (EFAS) Matrix for MoriFlour Moringa Powder PT. Keloria Moringa Jaya

External Analysis				
OPPORTUNITY	Total	Rating	Weight	Scoring (Rating x Weight)



The form of government support in the form of trade expos is able to expand business marketing networks.	38	4,40	0,18	0,79
The economic conditions of the destination country open up export opportunities for herbal products.	43	4,30	0,20	0,86
Domestic government policies facilitate the export process	43	4,30	0,20	0,86
The large number of transportation services greatly supports export activities.	44	4,40	0,22	0,97
The existence of a free market provides opportunities for foreign companies to enter the global market.	43	4,30	0,20	0,86
Total	211		1,00	4,34
THREAT				
Currency exchange rate fluctuations	38	3,80	0,22	0,84
Changes in a country's trade regulations or policies	36	3,60	0,21	0,76
Changes in the natural environment that affect the company's production levels	35	3,50	0,21	0,74
Fluctuations in market price changes	30	3,00	0,18	0,54
Lack of knowledge about competitors' actions in international markets	30	3,00	0,18	0,54
Total	169		1,00	3,41
TOTAL NUMBER	380			7,75
Average				3,87
External Factor Evaluation				0,93

The analysis of external factors produced a total External Factor Evaluation (EFE) score of 0.93, indicating that external opportunities outweigh the threats faced by the company. The main opportunities leveraged by the company include increasing public awareness of herbal products, government policy support for micro, small, and medium enterprises (MSMEs) and the export of herbal products, as well as the development of international markets for functional food products. Meanwhile, the primary threats encountered consist of the growing number of competitors offering similar products, fluctuations in market demand, and changes in consumer preferences.

Mapping the IFE and EFE values onto the SWOT diagram places PT. Keloria Moringa Jaya in Quadrant I (growth strategy). This position indicates that the company is in a favorable condition, as it possesses internal strengths that can be utilized to seize external opportunities. Based on the SWOT matrix, the main recommended strategies are growth strategies through market penetration and market development, focusing on expanding distribution networks, intensifying promotional activities, and strengthening the product's market position in both domestic and international markets.

The findings of this study confirm that the dominance of strengths and opportunities positions PT. Keloria Moringa Jaya in a strategic condition consistent with the strategic management theory proposed by David (2007), which states that companies in Quadrant I should implement aggressive or growth-oriented strategies. The relatively balanced IFE and EFE values indicate that the company not only has internal advantages but is also capable of responding adaptively to the dynamics of the external



environment.

The quality of the MoriFlour Moringa Powder product and the company's positive image constitute the main strengths supporting the market penetration strategy. This is in line with the view of Kotler and Armstrong (2021) that product superiority and strong positioning are key factors in winning market competition. In addition, the high nutritional content and health benefits of moringa leaves strengthen the product's value proposition amid the increasing demand for functional foods and herbal products (Nugrahani et al., 2021; Karina et al., 2019).

Government support for the development of MSMEs and the export of herbal products also represents a significant strategic opportunity. These findings are consistent with the studies of Mira Fitriana et al. (2021) and Oisina (2018), which show that strong external opportunities can drive companies toward a growth position when supported by adequate internal strengths. The utilization of these opportunities through participation in trade exhibitions and distribution partnerships is considered relevant for expanding market reach and enhancing product competitiveness.

Nevertheless, internal weaknesses such as limitations in marketing management and human resources may potentially hinder the optimization of growth strategies. This reinforces the findings of Maulidar (2021), which emphasize the importance of internal readiness in facing competition and changes in the business environment. Therefore, the formulated growth strategies need to be balanced with efforts to strengthen internal capacities, particularly in management and customer service aspects.

Threats in the form of an increasing number of competitors and fluctuations in market demand also require serious attention. In this context, SWOT analysis serves as a strategic tool to anticipate risks and formulate mitigation measures, as stated by Rangkuti (2017). Product differentiation strategies, competitive pricing, and efforts to enhance customer loyalty are crucial steps to ensure business sustainability.

Overall, the results and discussion of this study indicate that the application of SWOT analysis provides a comprehensive overview of the strategic position of PT. Keloria Moringa Jaya. This reinforces previous literature suggesting that SWOT is an effective tool for formulating marketing strategies, particularly for agribusiness enterprises and MSMEs oriented toward market growth (David, 2007; Kotler & Armstrong, 2021).

4. CONCLUSION

Based on the research results and discussion regarding PT. Keloria Moringa Jaya's marketing strategy, the following conclusions were reached:

1. PT. Keloria Moringa Jaya's internal conditions demonstrate a dominance of strengths, including management experience in export activities, good product quality and image, customer-oriented service, and competitive product pricing. However, the company still faces weaknesses such as limited production capacity, a suboptimal supply chain system, and suboptimal digital marketing.
2. The SWOT analysis results show an IFE value of 0.98 and an EFE value of 0.93, placing PT. Keloria Moringa Jaya in Quadrant I (growth strategy). This indicates that the company is suitable for development through market penetration and market development strategies.

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