

PERFORMANCE ANALYSIS OF HORTICULTURE SUPPLY CHAIN MANAGEMENT AT CV.MIRACLE KURNIA FARM KABUPATEN SIDOARJO

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Abstract

Supply chain management is the planning, design and control of the flow of information and goods along the supply chain with the aim of meeting customer requirements efficiently for the present and the future. CV. Miracle Kurnia Farm is a company operating in the horticultural agribusiness sector and there have been several problems related to supply chain management, including delivery delays, limited inventory, and problems in product quality control. The aim of this research is to describe supply chain management and analyze supply chain performance in horticultural farming at CV. Miracle Kurnia Farm. The research results showed that the value of supply chain performance at CV. Miracle Kurnia Farm showed a result of 85.4, supply chain performance is classified as good. Factors such as good planning, efficient resource management, orderly logistics distribution and efficient returns handling have contributed to the overall optimal performance. This value reflects success in managing the horticultural supply chain, supporting business sustainability, and ensuring customer satisfaction.

Keywords: *supply chain, performance, horticulture*

1.INTRODUCTION

The prospects for horticultural agribusiness in Indonesia are quite good because horticultural plants are suitable for development in Indonesia, which has a tropical climate, so that fruits and vegetables can grow optimally in Indonesia. Apart from that, horticulture also has profitable business opportunities, because horticultural products have several advantages, including high selling value, diversity of types, and uptake by domestic and foreign markets which continue to experience increasing demand in both fresh and processed forms (Chan, 2021). CV. Miracle Kurnia Farm is a company operating in the horticultural agribusiness sector located in Sidoarjo Regency, some of the products produced include Pontianak Siamese oranges, limes, red guava, crystal guava and water guava. There are several problems related to supply chain management that have occurred at CV. Miracle Kurnia Farm as follows, delivery delays, limited stock, as well as problems in product quality control. Delivery delays, limited inventory, and quality control are the three main issues faced in the horticultural supply chain. Delivery delays can occur due to various factors, such as transportation constraints, or bad weather, causing delays and uncertainty in the distribution of fresh produce. In addition, limited inventory is an important challenge because horticultural products have a short shelf life and rot easily, so proper management is needed to avoid waste or supply shortages.

The development of horticultural agribusiness requires good supply chain management so that the existing supply matches the amount of demand from consumers, and good supply chain management will advance the company. Therefore, research on supply chain management is important to help companies overcome these problems. By implementing good supply chain management practices, it is hoped that it can improve product quality, speed up delivery times, avoid waste, and increase customer satisfaction.

2. RESEARCH METHOD

This research was carried out at CV.Miracle Kurnia Farm which is located at Alley Mosque No. 19, Sambiroto Hamlet, Sambibulu Village, Taman District, Sidoarjo Regency. Determining the location of this research was carried out by considering several factors relevant to the focus of research on the horticultural supply chain. Determining informants in this study used purposive sampling, which is a sampling technique based on the researcher's consideration of the population (Notoatmodjo, 2010). The informants in question are informants who are directly involved or informants who are considered to have the ability and understand problems related to supply chain performance at CV. Miracle Kurnia Farm like the owner and all the employees who work. As for other informants such as consumers from CV. Miracle Kurnia Farm which will later be used as supporting data for this research. The rationale for this research is as follows:

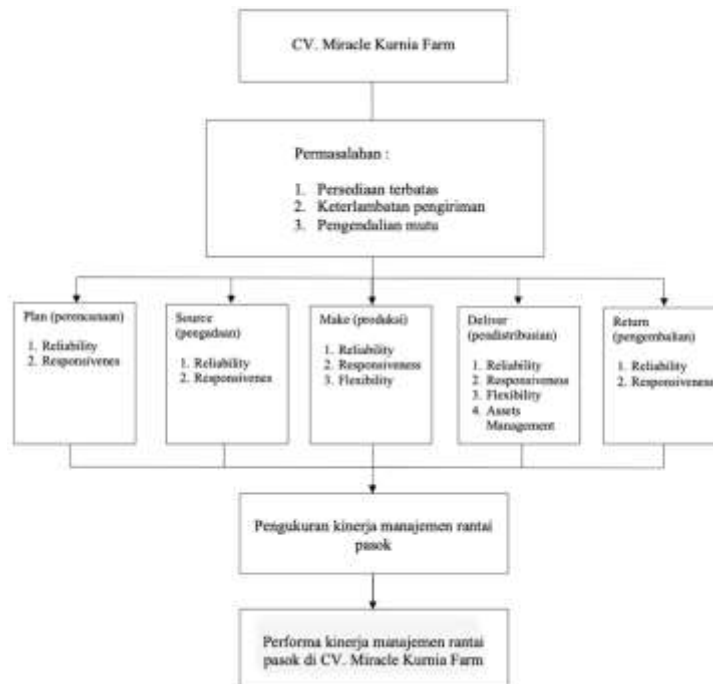


Figure 1. Research rationale framework

The data analysis used to answer the first objective is descriptive analysis. Descriptive analysis is an analysis that is the collection, processing and presentation and interpretation of quantitative or percentage data which can be presented in the form of tables or graphs (Walpole, 1995). This method is used to help map the supply chain structure and horticultural supply chain management at CV. Miracle Kurnia Farm, and also helped interpret the results of calculating the performance of the horticultural supply chain at CV. Miracle Kurnia Farm.

Data analysis used to answer the second objective is as follows:

2.1 SCOR (Supply Chain Operations References)

The application of the SCOR method within certain limits is quite flexible and can be adjusted to increase productivity to meet consumer needs. In achieving supply chain objectives, analysis will be carried out through indicators in performance attributes, namely reliability and responsiveness, flexibility and assets management. The steps taken to measure the performance of supply chain management are identifying the metric stage levels (level 1 to level 3), determining KPIs (Key Performance Indicators) (Wulandari et al., 2021).

2.2 AHP (Analytical Hierarchy Process)

Analytical Hierarchy Process(AHP) is a method for solving a complex, unstructured situation into several components in a hierarchical order, by giving a subjective value about the relative importance of each variable, and determining which variable has the highest priority in order to influence the outcome of the situation. (Saaty, 2012). The AHP method in this research was used as an analytical tool in determining the weighting matrix for measuring the performance of horticultural supply chain management at CV. Miracle Kurnia Farm, the AHP method will provide information on the weight value of each performance indicator that has been formulated.

2.3 De Boer Snorm Normalization

The performance indicators contained in the SCOR method have different units, therefore data normalization is needed to equalize the units or quantities of the data. Calculate the normalized value of each metric using Snorm De Boer. The formula for Snorm De Boer normalization:

$$\text{Snorm (score)} = x \ 100\% \frac{(Si - S_{\min})}{S_{\max} - S_{\min}}$$

Where: Si = Actual value that has been achieved

Smax = Best performance value

Smin = Worst performance value

Each indicator weight is converted into a certain value interval, namely 0 to 100. Zero (0) is interpreted as the worst and one hundred (100) is interpreted as the best.

Table 1 Performance Indicators

Performance Indicator Values	Performance Indicator Category
0-40	Very less
40-50	Not enough
50-70	Enough
70-90	Good
90-100	Very good

3. RESULTS AND DISCUSSION

3.1. Supply Chain Management in Horticulture Farming at CV. Miracle Kurnia Farm

3.1.1 Supply Chain Flow Patterns

Supply chain flow patterns at CV. Miracle Kurnia Farm has a simple model, directly involving CV. Miracle Kurnia Farm itself and consumers are the main parties in the supply chain.

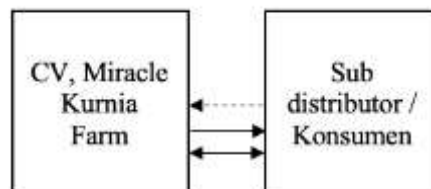


Figure 2 Supply Chain Flow Pattern

CV Miracle Kurnia Farm has full control over all stages of production and distribution of its agricultural products. CV Miracle Kurnia Farm is responsible for fruit production in their garden. Starting from selecting plant types, planting, care, to harvesting, all stages of production are carried out by the company's internal agricultural team. This provides high control over product quality and sustainability.

3.1.2 Business Concept

CV. Miracle Kurnia Farm, as a fruit distributor, has a complex and organized business concept in the distribution of fruit products to various markets and customers.

a) Producer

CV. Miracle Kurnia Farm as a horticultural farming entity implements the production business concept carefully and focuses on various aspects including land selection, seed and seed management, application of organic farming, agricultural technology, plant maintenance, and various other production-related aspects. In selecting land, CV. Miracle Kurnia Farm carries out careful studies to ensure that the land selected is suitable for the type of horticultural plants being cultivated. They consider soil conditions, climate, and other environmental factors to create an environment that supports optimal plant growth. Seed and seed management is the next focus by ensuring that the seeds and seeds used are of high quality and comply with agricultural standards. Plant maintenance is a crucial stage in the production business concept. CV. Miracle Kurnia Farm involves farmers in caring for plants, including providing proper nutrition, controlling pests and diseases, as well as regular monitoring of plant growth.

b) Distribution

CV. Miracle Kurnia Farm, which focuses on horticultural farming without involving suppliers because it produces its own fruit, has a well-planned distribution strategy. Distribution business concept on CV. Miracle Kurnia Farm includes steps involving storage, packaging, distribution channels and supply chain management.

c) Consumer

CV. Miracle Kurnia Farm runs a business concept that is very consumer and marketing oriented in their horticultural farming business. This business concept includes a number of strategic aspects that help understand, reach and meet the needs and expectations of their consumers. In terms of marketing, CV. Miracle Kurnia Farm uses a strong strategy to build an image and increase the visibility of their products in the market. Through digital marketing and product promotion.

Superior customer service is also a key focus. CV. Miracle Kurnia Farm provides responsive, informative and friendly customer service. By providing clear information about their products, answering consumer questions quickly, and responding to complaints professionally, they create a positive experience for consumers. Good customer service not only creates customer satisfaction but also builds long-term customer loyalty.

3.2. Supply Chain Performance in Horticulture Farming at CV. Miracle Kurnia Farm

3.2.1 Calculation of the Weight of Supply Chain Management Performance Indicators on CV. Miracle Kurnia Farm

Measuring supply chain performance is an important step as an initial diagnosis because it provides a deep understanding of the extent to which the supply chain operates efficiently and effectively. The following are the results of calculating the weight of supply chain management performance indicators on CV. Miracle Kurnia Farm :

Process	Level 1 Weight Value	Performance Attributes	Level 2 Weight Value	KPIs	Level 3 Weight Value
Plans	0.17	Reliability	0.76	PR1	0.840
				PR2	0.160
		Responsiveness	0.24	PRel	1
Source	0.17	Reliability	0.83	SR1	0.42

				SR2	0.41
				SR3	0.18
		<i>Responsiveness</i>	0.17	SRe1	1
		<i>Reliability</i>	0.36	MR1	1
<i>Make</i>	0.22	<i>Responsiveness</i>	0.30	MRe1	0.65
				MRe2	0.23
				MRe3	0.12
		<i>Flexibility</i>	0.34	MF1	1
<i>Delivery</i>	0.24	<i>Reliability</i>	0.25	DR1	0.52
				DR2	0.48
		<i>Responsiveness</i>	0.22	DRe1	0.72
				DRe2	0.28
		<i>Flexibility</i>	0.35	DF1	1
<i>Return</i>	0.20	<i>Asset Management</i>	0.18	DA1	1
		<i>Reliability</i>	0.74	RR1	1
		<i>Responsiveness</i>	0.26	RRe1	1

Table 2 Performance Indicator Weights

1. Level 1 Weight Calculation

Based on the table of calculation results for the weight of supply chain management performance indicators on CV. Miracle Kurnia Farm which takes into account the level of interest. At the first level, "Plan" and "Source" have the same weight value, namely 0.17, indicating that planning and resource procurement have an equal level of importance and support each other. These two aspects are interrelated and play a key role in building the operational foundation.

At the "Make" level with a weight of 0.22, indicating that the production process has an equal level of importance to "Delivery" and "Return" which have a weight of 0.24 and 0.20 respectively. The balance between "Make", "Delivery" and "Return" creates a balanced and sustainable operational environment. Efficient production processes are balanced with optimal delivery and returns management. "Delivery" and "Return" have equal levels of importance, namely 0.24 and 0.20, indicating that effective product delivery and good returns management have a critical and balanced role in ensuring customer satisfaction and supply chain sustainability.

2. Level 2 Weight Calculation

Results of calculating the weight of supply chain management performance indicators at CV. Miracle Kurnia Farm at level 2 provides a detailed description of the level of contribution of each indicator to overall performance. In the "Plan" aspect or process, it shows that "reliability" has a greater contribution, namely 0.76, while "responsiveness" has a contribution of 0.24. This indicates that the focus on reliability in operational planning is more dominant than responsiveness. In the "Source" process, "reliability" also has a higher weight, namely 0.83, while "responsiveness" contributes 0.17. This shows that in resource procurement, reliability is prioritized to ensure consistent availability of raw materials and components.

In the "Make" process there are three performance attributes, namely "reliability," "responsiveness," and "flexibility." Weight calculations show that "reliability" has a weight of 0.36, "responsiveness" of 0.30, and "flexibility" of 0.34. This indicates that at the production stage,

reliability is still a priority, but response to change (responsiveness) and flexibility are also considered with significant weight. In the "Delivery" process, four performance attributes are weighted, namely "reliability," "responsiveness," "flexibility," and "assets management." The weight of "reliability" is 0.25, "responsiveness" is 0.22, "flexibility" is 0.35, and "assets management" is 0.18. This shows that in product delivery, reliability remains the main focus, while responsiveness, flexibility and asset management are also considered important. in the "Return" process, the weight of "reliability" is 0.74, and "responsiveness" is 0.26. This indicates that in returns management, reliability has a significant contribution, while response to change (responsiveness) is also considered.

3.2.2 Calculation of the Actual Value of Supply Chain Management Performance at CV. Miracle Kurnia Farm

In order to explore CV's latest performance and achievements. Miracle Kurnia Farm, this discussion will focus on the actual value obtained by the company from June to October 2023 through. By understanding and analyzing this actual value, you will know better about the company's development and the efforts it has made to achieve its business goals. The following are the results of calculating the actual value of CV. Miracle Kurnia Farm:

Table 3 Actual Performance Value

Process	Performance Attributes	KPIs	Actual Value	Unit
Plans	Reliability	PR1	95	%
		PR2	96	%
	Responsiveness	PRe1	3	Day
Source	Reliability	SR1	97	%
		SR2	90	%
		SR3	98	%
	Responsiveness	SRe1	2	Day
Make	Reliability	MR1	97	%
	Responsiveness	MRe1	4	O'clock
		MRe2	5	O'clock
		MRe3	5	Day
	Flexibility	MF1	98	%
Delivery	Reliability	DR1	90	%
		DR2	98	%
	Responsiveness	DRe1	30	O'clock
		DRe2	4	O'clock
	Flexibility	DF1	95	%
	Asset Management	DA1	5	Year
Return	Reliability	RR1	5	%
	Responsiveness	RRe1	24	O'clock

On CV. Miracle Kurnia Farm, the actual value of supply chain management performance is a very important basis for measuring the success of company operations. Through evaluation of aspects such as operational efficiency, inventory management, timely distribution, and customer satisfaction, CV. Miracle Kurnia Farm can understand the extent to which they can meet market and customer demands efficiently. Effective supply chain management performance enables CV. Miracle Kurnia Farm to maintain the freshness of fruit products, minimize waste, and respond quickly to changes in market demand. By relying on actual data, CV. Miracle Kurnia Farm can make decisions based on facts and plan measurable steps to improve its supply chain performance. In the highly dynamic fruit distribution industry, understanding and measuring the actual value of supply chain management performance is a critical step towards operational efficiency, customer satisfaction and long-term business sustainability.

3.2.3 Calculation of Normalization of Supply Chain Management Performance at CV. Miracle Kurnia Farm

In a continuous effort to optimize operational efficiency and sustainability, analysis of the calculation results of the normalization of supply chain management performance values at CV. Miracle Kurnia Farm is a critical step. The following are the results of normalization calculations of CV supply chain performance values. Miracle Kurnia Farm :

Table 4 Performance Normalization Calculation Results

KPIs	Value Normalization				Unit
	Best Value (SMax)	Minimum Value (Smin)	Actual Value	Snorm Value	
PR1	100	80	95	75	%
PR2	99	80	96	84	%
PRe1	3	5	3	100	Day
SR1	99	80	97	89	%
SR2	98	85	90	39	%
SR3	99	80	98	97	%
SRe1	2	5	2	100	Day
MR1	99	90	97	78	%
MRe1	4	7	4	100	O'clock
MRe2	4	7	5	67	O'clock
MRe3	5	3	5	100	Day
MF1	99	90	98	89	%
DR1	98	80	90	56	%
DR2	99	80	98	95	%
DRe1	24	72	30	88	O'clock
DRe2	3	7	4	75	O'clock
DF1	99	80	95	79	%
DA1	5	3	5	100	Year
RR1	5	10	5	100	%
RRe1	24	30	24	100	O'clock

Calculation results of normalization of supply chain management performance values at CV. Miracle Kurnia Farm has been obtained, it's time to go deeper into an in-depth analysis. In this way, we will understand better the extent of CV success. Miracle Kurnia Farm in managing its supply chain, as well as steps that can be taken to improve overall business performance. One of the approaches used by modern companies is to change the paradigm from production orientation to customer orientation, known as "customer-oriented".

3.2.4 Supply Chain Management Performance Assessment at CV. Miracle Kurnia Farm

Supply chain performance assessment is an important aspect in measuring the operational effectiveness and efficiency of a company, including CV. Miracle Kurnia Farm. The following are the results of the supply chain assessment at CV. Miracle Kurnia Farm :

Table 4 Supply Chain Performance Assessment Results

Process	Performance Attributes	KPIs	Lv.1	Lv.2	Lv.3	Information
Plans	Reliability	PR1	63	76	58.1	82.1
		PR2	13			
	Responsiveness	PRe1	100	100	24.0	
Source	Reliability	SR1	38	71	59.0	76.0
		SR2	16			
		SR3	18			
	Responsiveness	SRe1	100	100	17.0	
Make	Reliability	MR1	78	78	28.1	86.1
	Responsiveness	MRe1	65	92	27.7	
		MRe2	15			
		MRe3	12			
	Flexibility	MF1	89	89	30.3	
Delivery	Reliability	DR1	29	74	18.6	82.7
		DR2	45			
	Responsiveness	DRe1	63	84	18.5	
		DRe2	21			
	Flexibility	DF1	79	79	27.7	
	Asset Management	DA1	100	100	18.0	
Return	Reliability	RR1	100	100	74.0	100.0
	Responsiveness	RRe1	100	100	26.0	
Total					85.4	Good

Based on the results of the supply chain performance assessment at CV. Miracle Kurnia Farm can be seen that in the supply chain performance assessment it is classified in the "Good" category with an overall performance score of 85.4. The description of the results of each process is as follows:

1. *Plans*

Miracle Kurnia Farm showed satisfactory achievements at the operational planning stage, with a score of 82.1, which is classified as good. The "Plan" process plays a key role in establishing a solid operational foundation, and this high score reflects the company's ability to design effective strategies and steps to achieve its supply chain goals. Miracle Kurnia Farm to identify opportunities and challenges that may arise in its supply chain. Thus, this good score not only reflects a company's effectiveness in planning production, sourcing, and distribution, but also its ability to adapt plans to changing market dynamics.

A deep understanding of customer needs, selection of appropriate production methods, and effective risk management may also be important factors in achieving the good category at the "Plan" stage. Miracle Kurnia Farm in managing and planning its supply chain. This score not only reflects good operational achievements today but also indicates the company's readiness to face challenges and opportunities that may arise in the future.

2. *Source*

At the source stage, the score is at the lowest level compared to other process scores, this assessment is still stated in the good category. This statement indicates that, although the value at the "Source" stage is lower than in other processes, CV. Miracle Kurnia Farm continues to have adequate performance in managing the procurement of resources and raw materials. Miracle Kurnia Farm can view this value as a reflection of success in maintaining the availability of raw materials with the desired quality level. Even though it is in the lowest category, good categorization indicates that the company has succeeded in achieving the expected performance standards at the "Source" stage.

CV. Miracle Kurnia Farm can identify opportunities for improvement in managing the supply chain at the Source stage which in turn can increase efficiency, reduce risk and ensure the sustainability of the company's operations. In other words, even though it is at the lowest level, the company can confidently state that achieving a score of 76 at the "Source" stage remains in the good category, reflecting the company's ability to remain effective in procuring resources and supporting overall supply chain balance.

3. *Make*

CV. Miracle Kurnia Farm achieved extraordinary achievements in the results of supply chain management performance calculations, especially in the "Make" stage which obtained a score of 86.1 and was classified in the good category. This high score shows that the company is able to manage the production process effectively, make a positive contribution to operational success, and improve the quality of the products produced. This success can be reflected in the efficiency of operational management at the Make stage. A high score at the "Make" stage also reflects the company's ability to face complex challenges in the agricultural industry.

CV. Miracle Kurnia Farm can maintain a level of excellence in production, ensure the availability of high quality products, and make a positive contribution to meeting market needs. Not only is it an indicator of operational success, a score of 86.1 at the Make stage also creates a strong foundation for building the company's reputation. Miracle Kurnia Farm can categorically state that a score of 86.1 in the "Make" stage not only reflects current success but is also a driving force to continue improving production processes, maintaining high quality standards, and making a positive contribution to the company's overall supply chain.

4. *Delivery*

CV. Miracle Kurnia Farm showed impressive performance at the Delivery stage in the supply chain management calculation results by achieving a score of 82.7, which was declared in the good category. A high score at this stage reflects the company's success in managing product delivery, providing reliable customer service, and maintaining efficiency in its supply chain.

Success in this can contribute to customer satisfaction, build trust, and strengthen long-term relationships with business partners.

CV.Miracle Kurnia Farm may have developed flexibility in delivery management, allowing the company to adapt to changes in market needs. Miracle Kurnia Farm can definitely state that a score of 82.7 at the "Delivery" stage reflects the company's success in maintaining efficiency, reliability and timeliness in the product delivery process. This success strengthens the company's position in market competition, provides customer satisfaction, and supports the achievement of overall supply chain goals.

5. *Return*

CV. Miracle Kurnia Farm showed extraordinary excellence at the "Return" stage in the calculation results of supply chain management performance by obtaining a perfect score, namely 100, which was declared in the very good category. Miracle Kurnia Farm has succeeded in creating customer satisfaction at the highest level, so that requests for product returns are very rare. Success at the "Return" stage with a value of 100 provides an indication that CV. The very good category at the "Return" stage not only creates customer trust but can also minimize the financial and operational impacts that may arise due to product returns. Miracle Kurnia Farm not only understands customer needs but is also able to consistently maintain and improve product quality and customer service.

With a final score of 85.4, which is classified as good, CV. Miracle Kurnia Farm has succeeded in achieving positive and balanced supply chain performance. A good assessment at every level shows that the company has succeeded in managing its supply chain effectively, from planning to delivery and returns management.

3.2.4 Proposed Improvements to Supply Chain Management Performance Indicators at CV. Miracle Kurnia Farm

Based on the calculation results, there are proposals to improve supply chain performance indicators at CV. Miracle Kurnia Farm, although the final score is still in the good category, is based on the company's commitment to continuously improve efficiency, reliability and flexibility in all its supply chain processes. Even though current achievements are satisfactory, the company is always committed to carrying out evaluations and adjustments to find potential improvements that may not have been detected previously. The following are proposals for improving supply chain performance at CV. Miracle Kurnia Farm :

A. *Plans*

1. *Reliability*

- (a) Accuracy in forecasting product demand/order fulfillment: Improving planning/forecasting methods by utilizing the latest technology and more accurate historical data. Adopt information systems that enable deeper data analysis to predict demand
- (b) Accuracy of production schedule: Improve product planning by detailing production schedules, identifying potential risks or obstacles that could affect schedule accuracy, and adopting strategic reserves to overcome uncertainty

2. *Responsiveness*

- (a) Order fulfillment cycle time: Optimize the order fulfillment process by identifying areas that can be accelerated, minimizing production cycle time, and improving coordination.

B. *Source*

1. *Reliability*

- (a) Orders received on time: Evaluate and improve the ordering process, ensuring that orders are received according to the schedule set by a real-time order tracking system to identify potential delays and take necessary action.

- (b) Orders accepted according to quantity: Improve the receiving process and quality control to ensure that the goods received correspond to the quantity ordered. Ensure accuracy to avoid delivery errors.
 - (c) Orders are accepted according to specifications: Clarify communication of product specifications and ensure that goods received comply with established quality standards and characteristics.
 - 2. *Responsiveness*
 - (a) Product acceptance and verification cycle time: Speed up the acceptance process by using automation technology and updating verification procedures.
- C. *Make*
- 1. *Reliability*
 - (a) Product quality : Improve the quality control system during the production process to ensure product quality consistency and excellence. Involving related parties in evaluating and improving processes to increase effectiveness and efficiency.
 - 2. *Responsiveness*
 - (a) Sorting and grading time: Optimize sorting and grading times by identifying areas that can be accelerated and increase efficiency. Application of automation technology to speed up the product quality evaluation process.
 - (b) Packing time: Reorganized the packaging process to reduce the time required without sacrificing packaging quality. Using advanced technology in the packaging process to increase efficiency.
 - (c) Storage time: Optimize storage time by analyzing inventory and supply needs. Minimizes unnecessary storage time and reduces the risk of product damage.
 - 3. *Flexibility*
 - (a) Operational flexibility of production processes and results handling: Increase the flexibility of the production process to be able to adapt to changes in market demand. Adopt technology that enables rapid changes in production processes.
- D. *Delivery*
- 1. *Reliability*
 - (a) Ability to fulfill orders/requests: Increase production capacity to ensure the ability to fulfill orders according to market demand. Update real-time order tracking systems to identify and address potential delays.
 - (b) Accuracy of delivery items: Improve the accuracy of the picking and packing process to ensure each item is delivered as ordered. Conduct training for employees involved in the packaging and shipping process.
 - 2. *Responsiveness*
 - (a) Product delivery time: Optimize delivery routes and speed up the order processing process to reduce overall delivery time. Implement technology to monitor and manage delivery status in real-time.
 - (b) Product acceptance and verification cycle time: Restructured product receiving and verification processes to reduce cycle times. Adopt automation technology to speed up the verification process.
 - 3. *Flexibility*
 - (a) Distribution network flexibility: Increase distribution network flexibility by building closer partnerships with logistics partners and suppliers. Ensure supply chain sustainability through a more responsive and adaptive network.
 - 4. *Assets Management*
 - (a) Transportation efficiency and optimization: Evaluate and optimize transportation strategies, using efficient and optimal routes to reduce costs. Updating the transportation fleet and implementing advanced technology to monitor and improve operational efficiency.

E. *Return*

At the return stage There is no need to propose improvements to performance indicators in the "Return" process directly.

4. CONCLUSION

In supply chain research at CV. Miracle Kurnia Farm, conclusions can be drawn including:

1. Supply chain management in the horticulture sector at CV. Miracle Kurnia Farm has careful planning, efficient resource management, sustainable agricultural practices, coordinated logistics distribution, and efficient returns handling at the core of this supply chain management.
2. Value of supply chain performance at CV. Miracle Kurnia Farm showed a result of 85.4, supply chain performance is classified as good. Factors such as good planning, efficient resource management, orderly logistics distribution and efficient returns handling have contributed to the overall optimal performance. This value reflects success in managing the horticultural supply chain, supporting business sustainability, and ensuring customer satisfaction.

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