

Strategies for strengthening various models of cocoa marketing partnerships among farmers in the Polewali Mandar Regency, Western Sulawesi Province

B Setiawan¹, D Rukmana² and Mahyuddin²

¹Student of Study Program Agribusiness, Faculty of Postgraduate, Hasanuddin University, Jl. Perintis Kemerdekaan KM 10, Makassar 90245, Indonesia

²Department of Agribusiness, Faculty of Agriculture, Hasanuddin University, Makassar

E-mail: bambangsetiawan172@gmail.com

Abstract. The purpose of this study is to analyze strategies for strengthening various partnership models for cocoa marketing. At the level of the farmers of Polewali Mandar district, the population of this study amounts to 75 farmers divided into 3 groups at the level of the existing partnership models (companies, cooperatives and traders). The analysis technique used consists in using a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) to formulate objectives in the form of strategic actions based on external facts and internal facts to determine the strategy. The results showed that the internal factors of this study were: 1) Availability of land for cocoa farms 2) High potential productivity 3) Infrastructure available. The weaknesses of this study are: 1) a minimum of capital contribution, 2) limited availability of technology 3) pest and disease attacks. External opportunities include: 1) strong market demand, 2) ease of market access, 3) opening up investment opportunities, threats from this study 1 land-use change 2) price volatility and 3) the extreme climate.

1. Introduction

Cocoa is one of the dominant plantation crops in the Polewali Mandar Regency, in Western Sulawesi Province. The potential for cocoa production in this district is quite significant. Based on data from BPS Polewali Mandar in figures (2017), it was proven that in 2016, cocoa production reached 34,824.52 tonnes. With a plant area of 53,329.83 ha on all existing community plantations [1,2]. This shows the huge economic potential of the population that needs to be strengthened through partnership efforts. In addition, it needs to have supply chain partnership strategy in guarantying the price and costs support of increasing farmers estate productivity [3].

The partnership model is a way for farmers and entrepreneurs to participate in the national economy while increasing prosperity and reducing social inequality [4]. Therefore, the partnership is governed by Law No. 9 of 1995, namely the cooperation between small and medium-sized enterprises or large enterprises accompanied by an encouraging and sustainable development taking into account the principles of mutual need, strengthened and profitable.



Partnerships must be based on long-term cooperative relationships. There is a relationship of mutual trust, no common goal of increasing profits and incomes through business development, so that the relationship or cooperation is of a fairly permanent and long-lasting nature and linked [5,6].

However, the partnership faces several obstacles, particularly in the era of "benefit-sharing agribusiness" [7], including: (1) partisan partner companies rather than small farmers; (2) not all farmers have access to capital, technology and management; (3) information on cooperation is not widespread, only certain groups; (4) farmers have little knowledge of the banking sector and are not willing to engage in bank credit; they choose traders as a source of financing in urgent situations; (5) Salaries or prices are determined by the partner company.

The formulation of the problem of this research is the first: what is the strategy for strengthening the partnership for cocoa farmers? The purpose of this research is to determine how to strengthen different partnership schemes. The advantage of this research is to gain a better understanding of the basics of strengthening the farmer partnership model on income.

2. Methods

This research on strengthening strategies for various models of marketing partnership was conducted in Luyo District, Polewali Mandar District. This location has been deliberately (purposely) chosen as a research site, considering that this area is one of the cocoa plant's development zones and that it is also part of the partnership activities between cocoa farmers and the government., PT. Bumi Surya, Cooperatives and Traders.

This type of research used is descriptive and aims to describe the situation of the company's partner farmers (PT Bumi Surya), cooperatives, traders on increasing income and the strategy of strengthening existing partnerships at Polewali Mandar, in order to explain the relationship / influence of the indicators on the strategy of strengthening partnerships.

Targeted sampling is done, then a cluster sample of 75 people is taken, and then the sample is selected using the random (simple random sampling) method of each cluster, namely: 1) Farmers Cluster in partnership with PT Bumi Surya. = 25 people, 2) Farmers Cluster in partnership with the Cooperative = 25 people 3). Farmer Clusters in partnership with traders = 25 people. The data collection procedures are performed in several ways, as follows : 1) observation, 2) interview, 3) documentation, 4) Library Research.

The purpose of data analysis techniques using SWOT analysis is to obtain information from a situation analysis and to separate them from internal problems (strengths and weaknesses) and external problems (opportunities and threats). To be able to describe the strategy to strengthen the partnership model vis-à-vis farmers using SWOT analysis, we can formulate objectives in the form of strategic actions based on external facts and internal facts to determine the strategy. This method provides a simple tool for estimating the best way to implement a strategy for various models of partnership with farmers in the future [8].

Table 1. Matriks SWOT analysis matrix.

EFAS IFAS	Strengths Internal Strengths factors	Weaknesses Internal weakness factor
	Opportunities External Opportunities factors	Strategy SO
Threats External Threats factors	Strategy ST	Strategy WO
	Strategy WT	

3. Results and Discussions

In SWOT analysis, internal factors need to be analyzed to determine the strengths (weaknesses) and weaknesses (weaknesses) that exist in an enterprise. The analysis of the internal environment as part of developing strategies to strengthen partnership schemes aims to identify strength (strength) and weakness (weakness) factors. From the results of interviews with respondents, the strengths and weaknesses that exist in cocoa farming in Luyo District in Table 2 below:

Table 2. The strengths and weaknesses that exist in cocoa farming

Strengths	Weaknesses
Availability of land for cocoa plants	Minimum capital support
Productivity with high potential	Limited availability of technology
Infrastructure available	Pests and Diseases

Table 2 shows that the strength factor based on the results of the interviews with the respondents, it is very important to keep the land in line with the cocoa growing conditions. In addition, it is supported alternately by the dry and rainy seasons, so that cocoa plants have a soil that is not too humid and always receive optimal irradiation. The above conditions were considered a sufficient condition for cocoa cultivation, and then, based on the results of the interviews, it is known that the production capacity they produce is quite high. This is due to the existence of appropriate land support for cocoa plants, maintenance techniques and the ability of farmers to cultivate their land well. The level of cocoa production in 2017 reached 33,519.53 tons [1]. In addition, supported by infrastructure with the construction of agricultural roads, it is easier for farmers to transport the production results.

The weakness factor According to the results of the interviews with respondents, the farmers interviewed have limited capital, this is one of the obstacles to the development of cocoa farming. The results of the interviews revealed that technological adaptation in cocoa farming in Luyo District is still relatively low, so a solution is needed and partners need to take steps to pay more attention to farmers. in terms of information and help with the use of technology in the agriculture in which they are involved, so that the quality, productivity, and sales value of the crop can increase. Based on the results of the interviews, it is known that the intensity of pest / disease attacks on their plants is still high enough that a solution and an action are necessary, so that these pests / diseases do not reduce the quality and the productivity of harvested fruits. The district of Luyo is a parasite of the PBK (cocoa borer), which often makes the farmers overwhelmed, especially when the rainy season arrives.

The external environment analysis as part of strengthening the partnership structure in the Luyo sub-district aims at identifying the key opportunity factors (Opportunity) and the key threat factors (Threats). Based on the results of the interviews with respondents, the Opportunity and Threat factors that exist in the cocoa plant sector in Luyo District are presented in Table 3 below:

Table 3. The Opportunity and Threats that exist in cocoa farming.

Opportunity	Threats
Strong market demand	Transfer of land functions
Easy access to the market	Unstable prices / Fluctuations
Open investment opportunities	Extreme climate

Table 3 explains the opportunity factor According to the results of the interviews, it was found that cocoa farmers in Luyo District had the opportunity to market their crops. With sufficient market demand, farmers have the enthusiasm and enthusiasm to continue to develop their farm in a better direction,

coupled with farmers' easy access to the market and the arrival of willing buyers. to cooperate / Invest with farmers in marketing cocoa

The threat factor Based on the results of the interview, it was found that there was a change in the function of cocoa in another crop which, in his opinion, would give better results. This has an impact on the declining area of cocoa plantations in Luyo District in recent years. In addition to substituting cocoa plants for other crops, the community is converting its land to build houses or other buildings, as shown by the Polewali Mandar statistics in figures for 2016, the total area of cocoa 53 329.83 Ha fell during the year. In 2017, 49,178.11 Ha [1]. In addition, the price of cocoa is strongly influenced by the value of the dollar, which leads to volatility / fluctuations in the price of cocoa. Interviews with farmers surveyed showed that ongoing climate change may affect the quality of crop yields, as the rainy season makes cocoa applicants fall and become blackened, affecting the quantity of cocoa. fruit that will become fruit. In addition, climate change also leads to more pests as the soil becomes wet.

To overcome the above problems, strategies are needed to minimize existing weaknesses and threats using strengths and opportunities. We can therefore describe Table 4 below:

Table 4. SWOT Strategy.

Strategy	an explanation
Strategy 1	Use available land to meet market demand
Strategy 2	Use the availability of infrastructure to access markets
Strategy 3	Take advantage of investment opportunities with existing potential
Strategy 4	Using the potential of cocoa to reduce land-use changes
Strategy 5	Take advantage of market conditions
Strategy 6	Prepare for extreme weather
Strategy 7	Collaborate with Partners in Capital
Strategy 8	Collaborate with Partners to provide technologies
Strategy 9	Use of herbal pesticides to control pests and diseases

4. Conclusion

Creating strategies using power to take advantage of opportunities, in addition to this strength, can also be used to overcome or avoid threats. One is to use available land to respond to market demand, in collaboration with capital and technology supply partners, and to exploit the potential of cocoa to reduce land conversion.

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