ANALYSIS OF SUPPLY CHAIN MANAGEMENT OF AND PARTNERSHIP PATTERNS IN VEGETABLE ONLINE COMPANY: CASE STUDY AT BEJANA.ID

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ABSTRACT

This study aims to analyze supply chain management of vegetable products, identify supply chain performance based on the estimation of average time and partnership patterns at Bejana.id, Bandar Lampung. The case study method was used to determine the location purposively. Data were collected using questionnaires in December 2022. The sample used purposive sampling, including one person from Bejana.id, six merchant partners, and nine farmer partners. The data analysis method applied for supply chain management and partnership pattern is qualitative, and supply chain management performance is Supply Chain Operation References (SCOR). The results indicated that (1) the Bejana.id supply chain includes farmer and merchant partners, Bejana.id, and B2B (Business to Business) & B2C (Business to Consumers). The flow of products, information, and money are efficient and have not found severe issues, (2) supply chain performance at the supplier partner level is an advantage in standardized products (SP) and parity in perfect order fulfilment (POF), and for the Bejana.id level get the advantage in standardized products (SP), (3) the partnership pattern between Bejana.id and farmer partners is the common trade pattern, and between Bejana.id and merchant partners is the agency pattern.

Keywords: e-commerce, partnership, SCOR, supply chain, vegetables

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INTRODUCTION

The role of the agricultural sector in Indonesia cannot be doubted, as evidenced by data according to BPS (2021), the contribution of Gross Domestic Product (GDP) in 2020 reached 13,70 percent. The subsector that has the potential to be developed is horticulture, where the productivity of the horticulture subsector in Lampung Province is also inseparable from the role of vegetable commodities. Based on the Gross Regional Domestic Product (GRDP), horticulture's contribution in 2019 in Lampung Province was 1,63 percent (BPS 2021). However, this achievement still needs to be considered uneven when viewed from the contribution of vegetable production in each city/regency, mainly in Bandar Lampung City. The gap in vegetable production in each region will result in a vegetable distribution chain that is often very long and complex, harming farmers and urban consumers (end-users).

In 2020, the government formulated a social distancing policy (PSBB) to prevent the transmission of Covid-19, which also affects agricultural product distribution. The policy then became the background for using e-commerce to fulfil daily needs (Sembiring *et al.* 2022). The research conducted by Rahardi *et al.* (2021) stated that the utilization of e-commerce in buying and selling vegetables online could solve problems between buyers and vegetable merchants, where vegetable buyers can easily order and see the price of vegetables anywhere. Vegetable merchants can maintain the quality of vegetables that wilt quickly and lower the prices.

Bejana.id is one of the e-commerce selling high-quality vegetable products established in Bandar Lampung City for kitchen needs, especially for Business to Business (B2B) and Business to Consumer (B2C) through websites and mobile applications. The Bejana.id company was has been registered with the Directorate General of Intellectual Property (DJKI) with the Bejana.id product trademark. Bejana.id was established at 2021 using its capital of IDR100.000.000. For the production process Bejana.id partnering with farmer and merchant in Lampung. Production carried out by Bejana.id is based on consumer requests using several social media platforms such as websites, Instagram, Whatsapp, TokoPedia, and mobile applications. As a start-up that utilizes e-commerce in marketing its products, the

characteristics of vegetables that are perishable, climate-dependent, and varying in size are the biggest challenges that must be tackled (Alam *et al.* 2021). According to Adwiyah (2017), the supply chain is dynamic but has three constant streams: money, products, and information. So that this is why the management in the vegetable e-commerce supply chain is different and affects the suitability of the products received by consumers. The company can achieve a competitive advantage by optimally implementing supply chain management (Ilmiyati & Munawaroh 2016).

Lukman (2021) states that the supply chain must provide varied, quality, cheap, and timely products to win the market. Supply chain management is oriented toward internal affairs and relationships with external parties. This is the basis for Bejana.id in establishing partnerships with appropriate raw material suppliers. Partnership in agriculture (contract farming) has become necessary or reliant. The company needs farmer partners as the leading raw material suppliers because the agricultural products from these farmers will be distributed to consumers, ultimately determining the reputation and existence of the company. After all, it will indirectly affect the smooth running of the procurement, sales, processing, and marketing systems (Prabowo 2020).

Bejana.id run partnerships with farmers and traders who will be referred to as farmer partners and merchant/agent partners from now on. The partnership pattern in Indonesia consists of various kinds but has the same goal (Zakaria 2015). Bejana.id and its partners run the partnership based on a "Win-Win Solution" principle. All parties involved in this system have the same goal to satisfy the end consumers (Suciaty *et al.* 2022).

The research was conducted post-pandemic, where the impact brought changes that led to challenges. Distribution patterns and network changes encourage manufacturers to use e-commerce platforms and technologies in trading with consumers (Saragih *et al.* 2020). The use of e-commerce can be very profitable, especially for farmers, because it can shortcut the supply chain, so the profit margins previously owned by middle parties (mediators and collectors) can also be owned by farmers (Hamdani *et al.* 2021). Bejana.id operates e-commerce is open platform for buyers and suppliers of fresh vegetable products. It functions to promote its products, where each type of consumer, Bejana.id uses different types of e-commerce, namely B2B and B2C, thus increasing market access opportunities especially for farmer partners (Junaidi & Maghdahfanti 2020). Based on the description, this study aims to analyze the supply chain management of vegetable applied by PT Bejana.id by measuring the supply chain performance at each level, and determine the pattern of partnerships carried out.

METHODS

Using the case study method, this research was conducted in Bejana.id located in Pulau Legundi, Sukabumi District, Bandar Lampung City, Lampung. The case study method is used in research on the specificity of the subject under study, which consists of a unit depth so that the resulting analysis is a complete picture (Khoiri 2018). Location determination is carried out intentionally (purposive), where the selection is based on the following considerations: (a) it is the company who runs application/platform and (b) it serves to obtain research objective (Sugiyono 2013). Our observation suggests that Bejana.id is one of the companies that has used modern marketing techniques to provide vegetable needs services for various B2B and B2C consumers online . The sample consists of 9 farmer partners, 6 merchant/agents' partners, and 1 respondent from Bejana.id that were selected by the purposive sampling method.

Data Analysis Methods

The data analysis method used to answer supply chain management and partnership patterns is qualitative. To determine supply chain performance based on estimated time and order suitability is quantitative descriptive with the Supply Chain Operation References (SCOR) measurement model, a performance measurement model issued by Supply Chain Council Inc (SCC 2010). There are four levels in measuring supply chain performance with SCOR 10.0 version. For small industrial scales, measurements are only made at level one. To evaluate the performance of Bejana.id supply chain management, there are three attributes with six matrices that have been derived according to the following (SCC 2010):

1. Reliability
   Delivery Performance is the percentage of product shipments that arrive on time according to consumer wishes, mathematically written as follows (SCC 2010):

$$DP = \frac{Total\ products\ delivered\ on\ time}{Total\ products\ delivered}\ x\ 100\%$$

Standardized Product is the percentage of product shipments that follow the standards of consumer desires, mathematically written as follows (SCC 2010):

$$SP = \frac{Total\ shipments\ as\ per\ standard}{Total\ orders\ shipped}\ x\ 100\%$$

Perfect Order Fulfilment is the percentage of product shipments that are completed without waiting, mathematically written as follows (SCC 2010)

$$POF = \frac{Order\ fulfillment}{Total\ consumers\ order}\ x\ 100\%$$

2. Flexibility is the average time required to cover the number of orders when there is a change (reduction or increase) without penalty fees, mathematically written as follows (SCC 2010)

$$Flexibility = finding\ for\ goods\ cycle + packing\ cycle + shipping\ cycle$$

3. Responsiveness
   Lead time order fulfilment is the time taken to fulfil customer orders, expressed in hours (SCC 2010). Order fulfilment cycle time is the estimated time needed for a one-time order to a supplier, expressed in hours and written mathematically as follows (SCC 2010):

$$OFCT = planning\ time + sorting\ tim + packing\ time + shipping\ time$$

Once the value of each attribute is calculated, it will be compared to the Superior Food SCORcard value determined by the Supply Chain Council (Bolstorff & Rosenbaum 2007). The criteria for determining supply chain performance levels can be seen in Table 1.

Table 1. The average score of supply chain performance in supplier partners

	Benchmarking		
Attributes and Matrices SCOR	Parity	Advantage	Superior
Reliability			
DP (%)	85.00-89.00	90.00-94.00	≥ 95.00
POF (%)	94.00-95.00	96.00-97.00	≥ 98.00
SP (%)	80.00-84.00	85.00-89.00	≥ 90.00
Agility			
Flexibility (hour)	1.008-648	624-264	≤ 240
Responsiveness			
Lead time order fulfilment (hour)	168-144	120-96	≤ 72
OFCT (hour)			
	192-168	144-120	≤ 96

Source: Bolstorff & Rosenbaum, 2007

RESULTS AND DISCUSSION

Characteristics of Respondent

This study's total respondents were 16 consisting of different entities, namely Bejana.id, farmer partners, and merchant partners. Both entities have different backgrounds and different characteristics. The characteristics include age, education level, gender, and work experience. The characteristic reveals that the respondents of this study consisted of male (81.00%) and female (19.00%) respondents. The rest characteristics of respondents in the supply chain can be seen in Table 2, Table 3, and Table 4.

Table 2 shows that most respondents (62.00%) are 31 – 42 years, which is the productive adult age. That indicates the workforce involved in the Bejana.id supply chain has good potential in carrying out business activities because they are still in the productive age.

Table 2. Age of respondents

Age (Year)	Frequency	Percentage (%)
25 – 30	3	19.00
31 – 36	5	31.00
37 – 42	5	31.00
43 – 49	1	6.00
50 – 55	2	13.00
Total	16	100.00

Source: Data processed, 2023

Education is divided into two, namely formal education and nonformal education. Based on Table 3, most respondents (50.00%) have completed their formal education, which is D4/S1. The formal education level indicates a person's ability to work in agricultural cultivation and management. The higher the education a person has, the better the ability that person has. For example, they can adopt the technology well (Rahmayati, Yuliana, & Budiman 2021).

Table 3. Level of education of respondents

Level of Education	Frequency	Percentage (%)
Junior High School	3	19.00
Senior High School	5	31.00
D4/S1	8	50.00
Total	16	100.00

Source: Data processed, 2023

Table 4. Work experience of respondents

Work Experience (Year)	Frequency	Percentage (%)
< 5	2	12.00
5 – 10	7	44.00
11 – 16	5	31.00
17 – 22	2	13.00
Total	16	100.00

Source: Data processed, 2023

Table 4 shows that the respondent's work experience ranged from 5 – 10 years (44.00%). Respondent's work experience can assess job success, where the failure rate in completing their work will be lower because of the experience and mastery of techniques that have been owned.

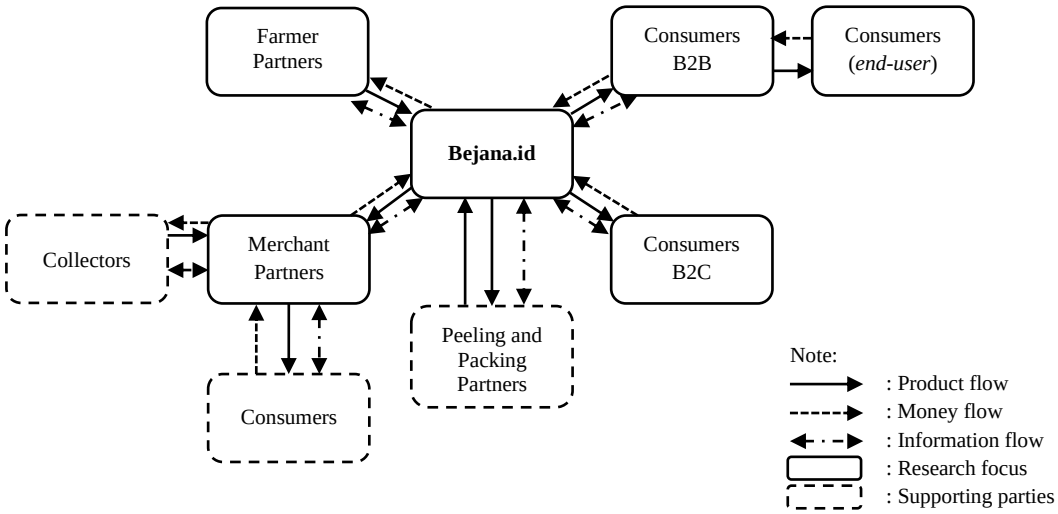

Figure 1. The Bejana.id's supply chain

Analysis of Supply Chain Management

The supply chain generally has three streams: product flow, money flow, and information flow which all parties involved from upstream to downstream and vice versa (Putri *et al.* 2020). In the supply chain owned by Bejana.id, there are several parties involved, namely Supplier Partners, Peelers and Packaging Partners, Bejana.id Company, Consumers. Supplier partners involved in the Bejana.id supply chain and act as vegetable providers for the company. Peelers and Packaging Partners act in packaging and sorting vegetables from supplier partners. Bejana.id will distribute and market the products, the last is the consumers that will be defined to two types, B2B consumers and B2C consumers. Product flow The flow of vegetables in the Bejana.id's supply chain can be seen in Figure 1.

Based on Figure 1 Bejana.id, the flow of product moves from farmer partners to Bejana.id and then to B2B and B2C consumers. However, in some cases, it is common for products to flow to merchant partners through Bejana.id as an established form of partnership. The flow of products in the supply chain is quite effective because there are no obstacles. The money flow formed in the supply chain Bejana.id moves from B2B and B2C consumers, Bejana.id, and farmer partners or consumers to merchant partners, Bejana.id, and farmer partners. B2C consumer payments are made

directly to Bejana.id through transfers and Cash on Delivery (COD). Besides, the partners and B2B consumers make payments to Bejana.id with the Term of Payment (ToP) system per seven days. A few obstacles in this flow related to the payment's due date, even though they can be resolved by two-way communication.

The money and information flow move back and forth from upstream to downstream and vice versa. Information circulating in the supply chain flow includes product availability, product and service standards conformity, and information related to cultivation. At the beginning of its implementation, this flow still found obstacles related to sudden changes in the number of orders, but this has been overcome well.

The money and information flow in the supply chain of Bejana.id been running well, as evidenced by the increase and reasonable settlement between all parties, which is in line with research that the instability of a flow can be solved by communication between two parties, especially in the flow of money Mizani and Maranatha (2021).

Supply Chain Performance

Supply chain performance indicates whether supply chain management has been effective from the supplier to the consumer. Supply chain efficiency can lead companies to gain a competitive advantage (Paksoy *et al.* 2020). Supply chain performance at the supplier partner and Bejana.id levels are measured based on DP, SP, POF, flexibility, lead time order fulfilment, and OFCT. The measurement results of the SP and POF matrix still get an advantage and parity. Benchmarking of Bejana.id supply chain performance values based on foodSCOR Cards (Apriyani *et al.* 2018) can be seen in Table 5.

Based on Table 5, it can be seen SP by supplier partners (89.33%) is in the range of 85-89 percent getting advantage values due to packaging and shipping techniques incongruity. The study by Hardiana *et al.* (2018) explained that packaging containers and the length of delivery time affected physical changes such as bruises and weight loss in vegetables. Meanwhile, POF (95.20%) is in the range 94-95 percent gets parity value because supplier partners need help to handle large orders suddenly. This condition needs more attention because this also shows companys management skill. After all, it takes time for vegetable cultivation, so if this happens, especially for farmer partners can only rely on supplies from other farmers.

Most of the results of supply chain performance at the Bejana.id level to the consumer have shown superior results, except that the POF matrix still gets an advantage value. The result in Bejana.id is not following the research conducted by Kinding *et al.* (2019), in which POF without a waiting time cannot be done because Bejana.id still does not have inventory or storage warehouses so to fulfil consumer orders, there is a waiting time. Bejana.id's supply chain performance is relatively efficient and needs to be maintained. There needs to be some improvement, especially in the SP matrix at supplier partners and POF at both levels.

Partnership Patterns

A partnership is a continuation of cooperation between two or more parties based on agreement and mutual need for profit or a specific goal. In general, partnerships in Indonesia consist of a core-plasm partnership pattern, a subcontracting partnership pattern, a common trade partnership pattern, an agency partnership pattern, and an agribusiness operational cooperation (AOC) partnership pattern (Lestari *et al.* 2019).

The partnership run by Bejana.id with its farmer partners is a common trade partnership pattern. Bejana.id partnership with farmer partners has been going on for more than six months based on agreements (contracts), both written and oral. The pattern of the partnership between Bejana.id and farmer partners can be seen in Figure 2.

Table 5. A benchmarking score of Bejana.id's supply chain performance

	Average			
Matrices SCOR	Supplier Partner	Result	Bejana.id	Result
DP (%)	100.00	Superior	100.00	Superior
POF (%)	95.20	Parity	97.04	Advantage
SP (%)	89.33	Advantage	95.85	Superior
Flexibility (hour)	5.36	Superior	2.75	Superior
Lead time order fulfilment (hour)	3.08	Superior	12.00	Superior
OFCT (hour)	6.48	Superior	26.63	Superior

Source: Data processed, 2023

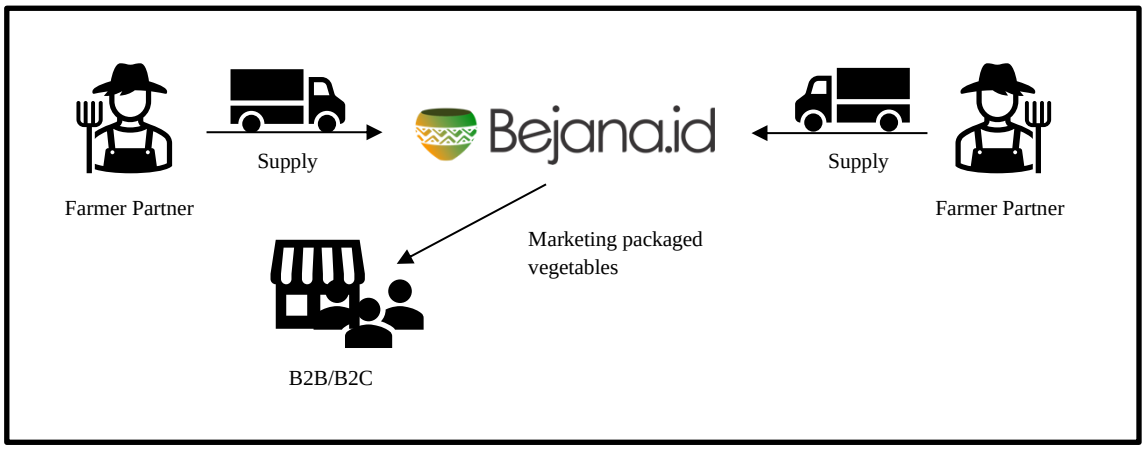

Figure 2. Common trade pattern in Bejana.id's partnership

Based on Figure 2. The Bejana.id is a partner company that markets the production of farmer partners or partner groups. The farmer's partner is responsible for cultivating the cultivated land and producing vegetables. At the same time, the Bejana.id is responsible for purchasing the vegetables harvested by the farmer's partner at a price agreed upon by both parties. The partnership between Bejana.id and farmer partners is limited to product quality (grade B), product selling prices, and cultivation techniques by other parties from Bejana.id. This follows the research of *Nuraeni et al.*, (2022), where the common trade partnership pattern carried out is only limited to marketing so that farmers are required to finance their cultivation.

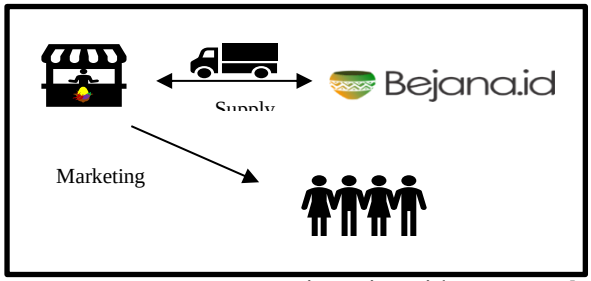

Figure 3. Agency pattern in Bejana.id's partnership

Based on Figure 3. The partnership pattern between Bejana.id parties and merchant/agent partners is included in the agency partnership pattern, where the agreement occurs orally and is only limited to marketing. Merchant/agent partners market vegetables earned from Bejana.id with payments due. The partnership implemented by Bejana.id is still relatively simple and tends to be flexible, in this case the supply chain formed is easily changes according to the policies and agreements of the Bejana.id and suppliers, and still needs to be a definite agreement adjustment such as the procurement of a written contract that binds both parties.

CONCLUSIONS

According to the results and discussion above, Bejana.id's supply chain management that runs product, money, and information flows has been efficient. Overall, Bejana.id supply chain performance has been excellent and efficient, except for the SP and POF, which still needs to be

improved. Partnerships run with farmer partners and merchant partners include common trade and agency, where the agreement is limited to product marketing.

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