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# IMPLEMENTATIONS OF CORPORATE FARMING AND DEVELOPMENT OF BEAN CULTIVATION AT MAX YASA COOPERATIVE DISTRICT PURBALINGGA CENTRAL JAVA

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## *ABSTRACT*

*Horticulture is one of the potential agricultural sub-sectors. Max Yasa Cooperative is a primary cooperative that produces local chickpeas and Kenyans that export chickpeas to Singapore by establishing a farmer corporation system. This study aims to determine the application of corporate farming carried out by the Max Yasa Cooperative and to determine the strategy for developing a bean cultivation business using the Business Model Canvas (BMC) at the Max Yasa Purbalingga cooperative. The data in this study are primary data and secondary data. Data analysis techniques are carried out descriptively using the Business Model Canvas. The results showed that the application of corporate farming carried out by the Max Yasa Cooperative in terms of economy, society, and environment. Business Model Canvas as a model for developing cultivation business in max yasa purbalingga cooperative are (1) key partnership, namely export companies, and traders collecting local markets (2) key activities, namely providing agricultural production facilities, bean cultivation, post-harvest chickpea activities, and marketing of chickpeas (3) Key resources, namely partner farmer land, buildings for post-harvest activities, pickup cars as a means of transportation. (4) Customer segments, namely traders, collectors, and companies (5) Value proposition, namely the number of chickpea quotations (6) Channels consist of direct cooperation and contractual cooperation (7) Customer relationship, namely maintaining communication and maintaining product quality (8) revenue stream, namely sales of local chickpea products and Kenyan chickpeas (9) cost structure consists of production costs and labor wage costs.*

## INTRODUCTION

Horticulture is one of the potential agricultural sub-sectors, in which actors in the horticulture sub-sector are encouraged to improve farmer welfare, regional economic growth and national economic growth as well as increase the country's foreign exchange through exports. Beans are one of the horticultural sub-sector crops that have economic value, it can be seen from the high production of beans produced, meaning that these plants are in demand by local and international markets. Based on data BPS (2023) regarding bean production by province, there are 6 provinces as centers of bean production. The amount of chickpea production produced is as follows:

Table 1: Production of chickpea plants 2018-2021

| Province | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|
| North Sumatra | 24.832 | 28.674 | 36.597 | 49.856 |
| West Sumatra | 53.543 | 51.504 | 40.639 | 41.738 |
| Bengkulu | 22.121 | 24.033 | 27.608 | 29.803 |
| West Java | 81.621 | 79.816 | 87.576 | 86.093 |
| Central Java | 36.366 | 31.514 | 32.278 | 27.560 |
| East Java | 25.965 | 23.703 | 22.516 | 28.596 |

Source: BPS, 2023

From the table above, the six fluctuating provinces are the provinces with the highest production of beans in Indonesia. Bean plants can be cultivated individually or in groups. There are farmer leaders who cultivate local and Kenyan chickpeas and open a business for exporting beans to the Singapore export market by empowering farmers around them through farmer institutions. Among them is Ulus Pirmawan, a farmer from Suntenjaya Village, West Java, who formed the Wargi Pangupay Farmers Group Association and has received the Asia-Pacific Model Farmer award from the Food and Agricultural Organization (Pak Tani, 2021). There is Juhara who formed the Biomedia Bandung farmer group and exported Kenya chickpeas to Singapore (Director General of Horticulture, 2020). Apart from that, there is Ngahadi, a farmer from Purbalingga who formed the Max Yasa Cooperative and received a local hero award from the Ministry of Cooperatives and SMEs and has partnered with 500 farmers in Purbalingga Regency (DinkopUKM Purbalingga, 2021). The three figures above all implement corporate farming, namely the farmer corporation system which involves an institution to strengthen small farmer organizations so that they can be competitive. Corporate Farming implements land management carried out in a farmer institution which can be in the form of a cooperative with a cooperation agreement agreed upon by cooperative members (Kasijadi et al., n.d.). The corporate farming program is a farming community empowerment program with the aim of increasing farmer yields through effective management for more efficient results (Herlina et al.,

2021). Farmer corporations will create profit-oriented professional farmers in the management and development of their business. The role of farmer corporations in the form of farmer groups, combined farmer groups or through cooperatives is urgently needed, especially in efforts to increase farmer motivation and professionalism (Riset, 2022)

Farmer corporations are farmer economic institutions with legal entities in the form of cooperatives or other legal entities with most of the capital ownership owned by farmers (Regulation of the Minister of Agriculture, 2018). Agricultural cooperatives are a model of empowering farmers through groups by strengthening farmer institutions, counseling farmers, and developing farmer human resources (Nuryanti, 2005). The formation of farmer corporations must be supported by the participation of farmers in cooperative institutions engaged in the agribusiness sector. Primary cooperatives are related to the provision of agricultural inputs, marketing, processing and capital. Commodities that are cultivated must have a high selling value and the institution is focused on being a cooperative legal entity so that there is connectivity with the processing industry and modern trade (Korporasi et al., 2019)

(Setiasih et al., 2020) that farmer economic institutions are institutions whose management is from, by, and for farmers, in order to increase business productivity and efficiency, both institutions that are legally incorporated or not. Meanwhile, farmer corporations are farmer economic institutions in the form of cooperatives or other legal entities with most of the capital ownership by farmers.The main goal of farmer corporations is to improve the welfare of farmers, increase production and added value and regional competitiveness for the sustainability of farming (Prasetyo & Setiani, 2020). The ultimate goal of developing corporate farming is expected to be able to create independent farming for farmers, competitive and sustainable (Maharani et al, 2023)

The Max Yasa Cooperative is a producer cooperative. Producer cooperatives are cooperatives whose members are producers of a product and have household businesses. This type of cooperative business is carrying out the function of providing materials/production facilities, processing and marketing of goods produced by members as producers (Oktaviana et al, 2013). The max yasa cooperative produces chickpeas (local varieties of beans and Kenyan beans) and has been successful in exporting beans to Singapore. The cooperative cooperates with agricultural commodity offtaker companies to guarantee market demand, as well as assisting farmers in cultivating bean commodity products according to market demand standards. The problem faced by the max yasa cooperative is the obstacle to implementing the corporate farming system in cultivating chickpea plants which are assessed from an economic, social and cultural perspective. In addition, cooperatives have never mapped cooperative business ventures using the Business Model

Canvas based on nine elements. Therefore this study aims to determine the application of corporate farming carried out by the Max Yasa Cooperative, and to determine the strategy for developing a bean cultivation business using the Business Model Canvas (BMC) in the Max Yasa cooperative, Purbalingga.

Some of the main characteristics of corporate farming are that it requires an optimal business scale that is in accordance with the conditions and capacity of local resources, the potential and capacity of agro-industry development and marketing, the availability of technology, and the technical capabilities of management in one management. Corporate farming is also focused on leading commodities in the region by paying attention to development and diversification opportunities both vertically and horizontally (Setiawan, 2008). Farmer human resource development can be done through training and mentoring, including cultivation training, post-harvest training and management and marketing training (Bontang et al., 2023). Therefore, it is necessary to implement corporate farming in max yasa cooperatives which are studied from an institutional, economic and environmental perspective as illustrated in the chart below:

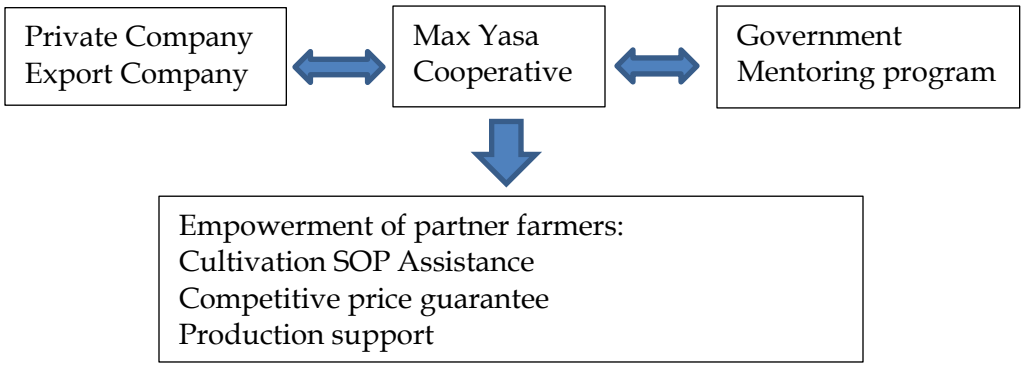


Figure 1
Implementation of corporate farming in max yasa cooperatives

The Business Model Canvas is used to provide an overview of the business model (Septian, 2022). The Business Model Canvas consists of elements, namely Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Osterwalder and Pigneur, 2013).
The Business Model Canvas is described as follows:

Table 2 : The Business Model Canvas

| | | | |
|---|---|---|---|
| *Key partners* | *Key activities*<br>*Key resources* | *Value proposition* | *Customer relationship*<br>*channels* |
| *Cost structure* | | *Revenue streams* | |

Source : Zulkarnain, et al (2020)

## RESEARCH METHODS

### Location and Time of Research

The research was conducted in March 2023 at the Max Yasa Cooperative, Purbalingga. The location was chosen purposively with the consideration that this cooperative produces local beans and Kenyan beans that have implemented a corporate farming system and have partner farmers who have joined the cooperative.

### Data types and data collection models

The data used in this study are primary data and secondary data. Primary data were obtained by direct observation and interviews with key informants, namely Cooperative and UKM Office employees, Agriculture Service employees, agricultural field extension workers, cooperative managers, and cooperative partner farmers. Meanwhile, secondary data was obtained through library research through journals, books and related literature.

### Data analysis technique

The data analysis technique was carried out descriptively. The first objective is related to the implementation of corporate farming from an institutional, economic and social perspective. The second objective related to business development strategy is analyzed using the Business Model Canvas to map the nine elements that exist in the bean cultivation business of the Max Yasa Purbalingga cooperative. The nine elements are key partners, key activities, value propositions, customer relationships, customer segments, key resources, channels, cost structures and revenue streams.

## RESULTS AND DISCUSSION

### Implementation Of Max Yasa Purbalingga Corporate Farming

### Institutional Side

The institutional side is related to the internal institutions of cooperatives including cooperative governance, and the external institutional aspects of cooperatives are related to cooperative cooperation with the government and the private sector. Cooperative-based agricultural enterprise corporations must form good cooperative governance by having legal entity legality. The Max Yasa Cooperative has a legal entity AHU-0009400.AH.01.26 of 2021. Cooperative governance includes organizational structure, cooperative statutes/by laws, special regulations used as guidelines within cooperatives by considering the interests of members. Corporate farming program is one of the

agricultural programs in which the program involves several stakeholders. Stakeholders participating are the Purbalingga District government such as the Agriculture Service and the Cooperative Service, as well as the Ministry of Cooperatives and SMEs as well as the Ministry of Agriculture through mentoring programs and assistance with cooperative infrastructure (Apriyani et al., 2021). The application of corporate farming from an institutional standpoint, the max yasa cooperative approaches in various ways, especially socialization through farmer groups or a combination of farmer groups which are the benefits and advantages of participating in the corporate farming system (Ekowati, T., Prasetyo, E., & Eddy, B. T, 2020).

From an institutional standpoint, the max yasa Cooperative implements the facilitation of business capital and agricultural production facilities (agroinput) by the cooperative, assistance with the application of planting technology in accordance with the principles of good agricultural practice (GAP), and purchases of crops from partner farmers at adequate prices. Farmers who join as partners in the max yasa cooperative receive assistance from the cooperative. The assistance is in the form of SOP for Bean Cultivation which must be adapted to the wishes of the export market. Starting from the seeds used, farmers get local and Kenyan varieties of bean seeds directly from the cooperative management, and the seeds are obtained by the cooperative from Bandung.

For cultivation, farmers are asked to pay attention to the cultivation of beans with the use of fertilizers and pesticides that are not excessive, as well as the harvesting process with the number of pickings reaching 20 pickings in one growing season. In this case farmers are asked to harvest once in two days. The Max Yasa Purbalingga Cooperative has collaborated with the government through a mentoring program. The Max Yasa Cooperative as a cooperative under the guidance of the Central Java Provincial Cooperative Service receives assistance in the field of cooperative management by the Central Java Provincial Cooperative Service through the Perak Cooperative (People's Economy Guide) as a service cooperative that directly assists the Max Yasa cooperative. In addition, the Max Yasa Cooperative also received assistance from the Ministry of Cooperatives and SMEs through the Modern Cooperative Program in the field of agricultural production management for the preparation of SOP for Bean Cultivation. In the field of facilities and infrastructure, the Max Yasa Cooperative has received cold storage to store bean crops from the Ministry of Agriculture. In addition, the max yasa cooperative also partners with the private sector, namely an export company where the offtaker directly takes the packaged beans to be marketed to Singapore.

**Economic Side**

Farmers who join to become partners of the Max Yasa Cooperative are smallholder farmers (farmers with small land holdings) then voluntarily become partner farmers of the Max Yasa Cooperative. The main thing that attracts farmers to join is price certainty and support for agricultural production facilities. The price given by the cooperative to partner farmers for local types of beans is IDR 4,500/kg, and for types of Kenyan beans IDR 9,000/kg. Harvest picking The price given by the cooperative is a high price compared to if the farmer sells the beans to the local market. In the production process, the max yasa cooperative provides support for production facilities in the form of seeds, fertilizers, pesticides which may be taken first then at harvest the farmer pays the costs incurred during one growing season. Production is closely related to efficiency, because the measure of efficiency is how effectively a combination of inputs is used to produce output. The ultimate aim of farming efficiency is to increase income so that the level of economic welfare of farmers is getting better (Suripto & Mustiawan, 2022). This makes it very easy for farmers, because farmers only provide land and do not spend the initial capital for bean cultivation, and when the harvest is also the cooperative will take all the farmers' crops. Farmers assess chickpea cultivation is feasible in partnership with cooperatives. In line with (Dalimunthe & Kurnia, 2018) that implementing a corporate farming system can increase the income of member farmers in the Max Yasa Cooperative.

**Social Side**

From a social perspective, the activities carried out by the Max Yasa cooperative have had an impact on the surrounding environment. For farmers, the existence of farmer corporations makes it easier for farmers to cultivate chickpeas because farmers only provide land, during cultivation the production facilities needed for bean cultivation are prepared, during harvest the farmers also get a clean price and do not think about transportation costs. The cooperative has employees to transport the harvest, apart from that for the post-harvest handling process the cooperative also empowers women around the location for the sorting and grading process and packing of the beans. The post-harvest actions of the beans carried out by the max yasa cooperative consist of collection, sorting and grading, packaging, storage and transportation. First, collecting the harvested beans is placed in a container/basket and protected from direct sunlight, rain and close to the bean harvesting location. Both sorting and grading of beans (sorting to separate good and bad beans) is then graded, for super quality beans sold to the export market and below standard quality to the local market by sorting good beans and damaged beans then Grading is carried out based on market demand. Third, the beans that have been sorted and graded are packed into hollow

plastic containers. After that, it is weighed according to the size of 250 grams for each package, then it is labeled and closed. Finally packed into cardboard where 1 box contains 30 packs. The bean marketing channel in the Max Yasa cooperative is described as follows:


Figure 2
The bean marketing channel in the Max Yasa cooperative

At harvest, farmers are asked to harvest up to 20 pieces in one growing season. The farmer's harvest is immediately picked up by the cooperative management then the cooperative carries out post-harvest handling. After being packed into cartons, the offtaker (export company) picks up the beans to be ready to be sent to the destination country. In the management of the max yasa cooperative, the price for the beans given by the cooperative to the offtaker (export company) is IDR 6,000 for local beans in a 250 gram package, and IDR 18,000 for Kenyan beans in a 250 gram package.

**Barriers to development of Beans Cultivation business**

There are obstacles experienced by farmers in bean cultivation, namely weather and stock availability. In farmers' areas, there is a monsoon season which causes bean crops to be damaged and crop failures. The solution is for farmers to stop planting in areas that have strong winds, and focus on areas that are not affected by the wind. The wind season can destroy plants and make plants not bear fruit and harvest. For Kenya beans, farmers build green houses and for local beans, farmers use seeds that are resistant to rain. Black seeds are seeds that are resistant to the rainy season, and white seeds are used in the dry season. For stock availability, crop rotation is carried out by farmers where farmers who are scattered in several areas are divided into weekly planting schedules. There are four regional coordinators, where one area is given alternate planting times. This is to maintain stock of beans to remain available. The solution is for farmers to make a planting schedule for partner farmers to anticipate that the product will remain available all the time. The planting schedule is set by the field coordinator, namely the first week in the Bumisari area, the second week in the Kutabawa area, the third week in the Pulosari Pemalang area and the fourth week in the Serang area, Karangreja. In terms of capital, max yasa cooperatives experience limited capital aimed at developing cooperative businesses. Cooperatives have applied for loan funds to LPDB (Revolving Fund Management Institution) and KUR cluster loans but this has not been realized. In line with (ANTARA, 2005) that the obstacle to horticulture business development is the lack of maximum support from the banking sector for agribusiness development through aspects of capital and interest rates.

Strategy for Developing a Beans Cultivation Business Using the Business Model Canvas (BMC) in the Max Yasa Cooperative Purbalingga.

Table 3 : Business Model Canvas in the Max Yasa Cooperative Purbalingga.

| *Key partners* | *Key activities* | *Value proposition* | *Customer relationship* | *Customer Segments* |
|---|---|---|---|---|
| Export company<br>Local market collectors | Preparation of saprotan<br>Cultivation of chickpeas<br>Post harvest activities<br>Bean marketing | Chickpea type<br>Chickpea quality<br>Number of excerpts bean harvest | Maintain quality<br>Maintain communication | Collector trader<br>company |
| | *Key resources* | | *Channels* | |
| | Partner farmer land<br>Building<br>Means of transportation | | Direct<br>Contract | |
| *Cost structure* | | *Revenue streams* | | |
| Production cost<br>Employee salary | | Product sale | | |

Source : primary data, 2023

**Key partners**

It aims to describe the business partner of the business. The partners in the max yasa cooperative are export service companies and local market collectors. Export companies order 750 kg of bean products daily for local beans, and 1000 kg for Kenyan beans. Below standard products will be purchased by local market collectors' partners. In line with the research of Rahayu, et al (2022) stated that the establishment of good relationships with business partners greatly facilitates cooperatives in selling beans.

**Key activities**

The activities carried out at the max yasa cooperative began with the provision of agricultural production facilities, cultivation of local and Kenyan varieties of beans, post-harvest activities of beans, and marketing of beans. The provision of agricultural production facilities is related to the provision of seeds, fertilizers and herbicides which later may be used by farmers in advance

and are paid for at harvest by farmers. Beans cultivation is carried out starting from land preparation, planting, care and harvest and post-harvest. Post-harvest consists of sorting and grading the product, packaging and labeling which then the product is ready to be marketed. Marketing activities are carried out directly by offtakers who directly take products that have been packaged to cooperatives which will be exported to Singapore.

**Key Resources**

The assets owned by the cooperative are partner farmers' land, buildings and means of transportation. The land managed by partner farmers is smallholders who have consolidated and joined farmer corporations through the max yasa cooperative. Farmers own land with an area of 0.1 – 0.5 Ha and have partnered with 500 partner farmers spread across the districts of Bojongsari, Kutasari, Karangreja, Mrebet in Purbalingga. The building owned by the cooperative is a building that is used as a place for post-harvest handling of beans, and the means of transportation owned by the cooperative is 1 unit of pick-up car that is used to pick up crops from farmers' fields which will later be taken to the post-harvest place.

**Customer Segments**

This section describes the different groups of people or organizations the company seeks to reach or serve. This relates to the people who become consumers who buy co-operative bean products, namely export service companies and local market collectors who function as cooperative offtakers. Beans with good quality will be used to fulfill products for the export market, while beans with Below standard quality are directed to the local market.

**Prepositional values**

Values prepositions are related to values that are owned by cooperatives and are only owned by cooperatives. This is related to the number of excerpts of bean cultivation in the max yasa cooperative. The excerpts of bean cultivation in cooperatives are more than cultivation outside the cooperative. Cultivation in cooperatives provides standard picking of beans up to 18 times of harvest in one planting season, while outside of cooperatives cultivating beans only up to 10 times of harvest in one planting season. This value is applied by the cooperative because it is in accordance with the demand for quality in the export market, where the bean pods cannot be seen.

**Channels**

Channels are related to efforts made to reach customers using several marketing channels, including through direct and indirect marketing (Sunendar et al., 2021). Max Yasa cooperative cooperates with partners, namely export service companies and local market collectors, directly and contract. Cooperation with export service companies is carried out using contracts that have the rights and obligations of each partner, for example regarding product provisions that must be prepared by the max yasa cooperative and payment agreements that are adjusted to the agreement of each party. Collaboration with collecting traders is carried out directly where the collecting traders take Below standard products directly to the location.

**Customer relationships**

The relationship established by the cooperative with customers is carried out by maintaining product quality and maintaining communication with customers. The quality of the product that consumers want is that the product with the pods cannot be seen because if it is visible it is assumed that the beans are old, the end of the stalks of the beans cannot be cut off because if they are cut off the beans will be damaged more easily. To maintain communication with customers, it is carried out with after-sales service, such as asking about the continuation of products sent to Singapore, whether they are accepted or rejected by the destination country.

**Revenue streams**

This section describes the cash the company generates from each Customer Segment (costs must subtract revenue to generate revenue). The source of income for the cooperative is the sale of local beans and Kenyan beans. Local chickpeas are sold at IDR 6,000 for a 250 gram pack size, and Kenyan beans are sold at IDR 18,000 for a 250 gram pack.

**Cost Structure**

This section describes all costs incurred to operate the business model. The costs incurred by the cooperative are production costs including costs for cultivating beans in one growing season. Costs incurred in the form of fixed and variable costs. The fixed variables incurred by the cooperative are building costs, electricity costs, transportation vehicle costs, while variable costs are related to farming production costs such as purchasing seeds, fertilizers, herbicides, and plant-disturbing drugs and employee salaries adjusted for the amount of farmers' harvest.

## CONCLUSIONS AND POLICY IMPLICATIONS

### Conclusions

The application of corporate farming carried out by the Max Yasa Cooperative is viewed from an economic, social, cultural and environmental perspective. Cooperatives already have cooperative governance including cooperative legal entities, cooperative vision and mission, AD/ART and cooperative regulations. From an institutional standpoint, cooperatives have also collaborated with partner farmers, export service companies as cooperative offtakers, and collaborated with the government through mentoring programs. From an economic standpoint, the cooperative gives prices to partner farmers for local types of beans, namely IDR 4,500/kg, and IDR 9,000/kg for Kenyan beans. Cooperatives also make it easy for farmers to only provide land because the cooperative provides inputs at the time of cultivation. From a social perspective, the activities carried out by the Max Yasa cooperative have had an impact on the surrounding environment. For farmers, the existence of farmer corporations makes it easier for farmers to cultivate beans and cooperatives empower women around the location for the sorting and grading process and packing of beans.

Cooperatives are analyzed using the Business Model Canvas based on 9 elements where the key partnership elements are export companies and local market collectors. key activities, namely the provision of agricultural production facilities, bean cultivation, post-harvest activities of beans, and marketing of beans. Key resources are partner farmer land, buildings for post-harvest activities, pick-up cars as a means of transportation. Customer segments namely collectors and companies. Key resources, namely key resources of partner farmers' land, buildings and transportation equipment. Channels consist of Direct collaboration and Contract partnership. Customer relationship, namely maintaining communication and maintaining product quality, revenue stream, namely sales of local bean and Kenya bean products, and cost structure consisting of production costs and labor wage costs.

### Suggestion

The policy recommendation for the government is to facilitate obstacles for cooperatives in developing businesses, namely to provide capital financing facilities for cooperatives so that cooperatives can develop as a farmer's institutional.

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