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CAYENNE PEPPER SEED PARTNERSHIP SUSTAINABILITY STRATEGY (Case Study of "*You Seed*" Company Jember East Java)

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ABSTRACT

Jember is one of the Cayenne pepper-producing districts in East Java. It is among the top 10 cayenne pepper producers in East Java and has the potential to contribute raw materials for cayenne pepper seeds. One of the superior seed-producing companies in Jember Regency is PT. Benih Unggul Sejati or *You Seed Company.* The company partners with cayenne pepper farmers in Jember to get raw seed materials. The higher demand for seeds is a problem, namely the farmers' lack of raw seed materials in stock. Farmers often provide seeds from their cayenne pepper harvest in quantities below the target set by the company. The *sampling* method uses a *total sampling of* 28 respondents. The data collection method uses observation, interview, and literature study methods. The research methods used are descriptive and quantitative. The results of the study are the sustainability strategy of the partnership that exists between the company PT. Benih Unggul Sejati and cayenne pepper seed farmers, namely the company strengthening emotional relationships with partner farmers through increasing the frequency of visits to partner farmers' land; the company provides capital loan assistance of up to 50% of the total cost of cayenne pepper farming expenses to partner farmers; utilizing *waring* technology in the cayenne pepper cultivation process; expanding the sales market for cayenne pepper seeds both nationally and internationally and cooperating with fellow IPBH member companies.

Keywords: seeds; sustainability; partnership; strategy.

INTRODUCTION

The availability and production of domestic horticultural commodities are influenced by market demand. (Kementerian Pertanian - Direktorat Jenderal Hortikultura, 2021). Consumption of horticultural products, especially cayenne pepper in Indonesia, has increased yearly along with population growth and the development of downstream industries. The consumption of cayenne pepper in Indonesia in the last three years, from 2020 to 2022, has increased. In 2020, it was 479.03 thousand tons. In 2021, it was 528.14 thousand tons; in 2022, it was 569.65 thousand tons. The increase from 2020 to 2021 = 0.10%, and from 2021 to 2023 = 0.25% (BPS, 2022). The increase in cayenne pepper consumption is in line with the increasing population in Indonesia. This need must continue to be balanced with an increase in production volume and improvement in product quality. The magnitude of chili demand impacts the need for quality chili seeds. Quality seeds will increase production, and this increase in production is an effort to meet the needs of chili (Polii et al., 2019).

Horticultural commodity farming, especially cayenne pepper, faces many uncertainties and risks for farmers. Some factors at risk to farmers are climatic, weather, pest, and disease attacks (Mala et al., 2021). Apart from these three factors, there are other risks, such as price, market, and financial. The amount of risk farmers face affect Indonesian farmers' interest in determining the commodities to be cultivated. Examples of risks farmers face in the cayenne pepper commodity are Gemini virus attacks, fruit caterpillars, fruit pox, trips, fruit flies, and the risk of significant and unpredictable changes in chili prices. This condition makes farmers unable to determine precisely

when the best time for production is. Mistiming can lead to losses due to low selling prices at harvest time (Tanaya & Septiadi, 2021)

The cayenne pepper commodity, in this case, is urgent to study because cayenne pepper is used in the company PT. Benih Unggul Sejati is one of the most marketable products in the seed market. The difference in other studies on the cayenne pepper commodity is that it is used as a sauce partnership. Still, this study uses it as a quality cayenne pepper seed partnership (Adhawiyah et al., 2018). The existence of institutions and partnerships can minimize the risks faced by farmers in cayenne pepper horticultural commodity farming. Institutions can encourage product supply independence and increase production volume. Some benefits and risks that can be minimized if farmers establish partnerships are certainty of marketing results, and farmers get relatively stable profits, ease of access to capital and access to quality seeds, business guidance, and low probability of loss (Rudiyanto, 2014).

Based on data from the Central Bureau of Statistics, cayenne pepper production by district/city in East Java in 2021, Jember Regency is included in the top 14 cayenne pepper producers in East Java. East Java Province produced 5,788,830 quintals of cayenne pepper in 2021. Jember Regency is one of the Cayenne pepper-producing centers in East Java Province.

The private company in Jember District that takes a role in marketing chili seeds and offers partnerships with farmers is PT Benih Unggul Sejati. The benefits that can be obtained by farmers when selling chilies for seeds are the ease of procuring superior seeds distributed by PT Benih Unggul Sejati, marketing guarantees because the company purchases farmers' products, and farmers get knowledge of chilies that are suitable for seeds (Saleh et al., 2016).

The supply of seeds received by PT BUS from partner farmers fluctuates. This is influenced by several obstacles, including crop failure due to high rainfall, pests, and plant diseases, and crop failure due to high chili prices, so irresponsible parties steal many partner farmers' chilies. The amount of seed supply from farmers is influenced by how the chili seed contract institution performs. Jember Regency has agro-climatic conditions suitable for horticultural cultivation. Following the plant's growing requirements, 14 sub-districts have become the center of cayenne pepper production. These districts include Gumukmas, Patrang, Jelbuk, Sukowono, Sumberjambe, Kalisat, Pakusari, Arjasa, Sumberbaru, Balung, Rambipuji, Silo and Tempurejo (Firdaus & Suherman, 2016).

You Seed Company's cayenne pepper receipts fluctuate every year. In 2022 variety CR01 received a supply of cayenne pepper seeds from farmers of 16.01 kg with a target given by the company of 400 kg, so only 0.04% was met; CR02 received a supply of cayenne pepper seeds of 13.9 kg with a target of 100 kg so that only 0.139% was met, CR05 received a supply of cayenne pepper seeds of 77.08 kg with a target of 500 kg so that only 0.15% was met; CR08 received a supply of cayenne pepper seeds of 12.91 kg with a target of 250 kg so that 0.05% was met and CR09 received a supply of seeds of 1 kg with a target of 8 kg so that 0.13% was met. None of the cayenne pepper seed production targets in all varieties reached the production targets set by the company. The incoming seeds received by the company are still far from the target required by the company. The company feels that there is injustice in the consistency of receiving cayenne pepper seeds from farmers. The dynamics in the partnership pattern of cooperation between farmers and companies cannot be avoided, namely the ups and downs of partnership performance. This must be used to evaluate the partnership so that in the future, the partnership can provide fair benefits for both parties, the farmers and the company PT. Benih Unggul Sejati must formulate appropriate strategies to overcome existing problems.

You Seed is a start-up company established in 2014 in cooperation with Cayenne Pepper Seeds. The company is not too strict regarding technical collaboration as long as all the expected seed quality is appropriate. Farmers can borrow money from the company for farm capital needs, which are calculated as debt and will be deducted after harvest so that the company can help farmers with farm capital. Based on this background, research will be conducted to analyze the sustainability strategy of the partnership relationship between the company PT. Benih Unggul Sejati and Cayenne pepper farmers.

MATERIAL AND METHODS

The research was conducted in September-December 2023 at the *You Seed* company. With respondents, namely cayenne pepper farmers who are partners of the *You Seed* company. Determination of the sample is to use a total sample of 28 samples/respondents used to answer the formulation of existing problems, and respondents are considered experts because the respondents also consist of similar companies incorporated in IPBH (Horticultural Seed Producers Association) and expert respondents of key farmers.

The research methods used are descriptive and quantitative. The descriptive method formulates external and internal factors in *SWOT* analysis. *The* quantitative method is used for scoring and calculating partnership sustainability strategies using SWOT analysis (Elfinta et al., 2023).

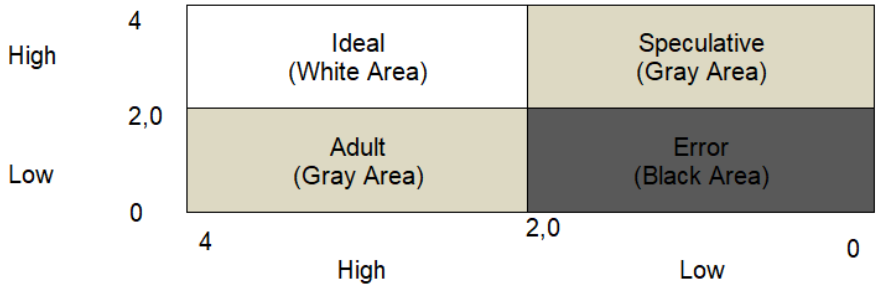
To answer the third problem formulation, namely sustainability strategy using SWOT analysis

Table 1. SWOT matrix diagram

IFAS / EFAS	Strength	*Weaknesses*
Opportunities	S-O Strategy Create a Strategy that uses strengths to capitalize on opportunities	W-O Strategy Create a strategy that minimizes weaknesses and takes advantage of opportunities.
Threats	S-T Strategy Create a Strategy that uses strengths to overcome threats	W-T Strategy Create a Strategy that minimizes weaknesses and avoids threats

Source: (Rangkuti, 2020)

Table 2. Relative competitive position matrix



Source: (Rangkuti, 2020)

RESULTS AND DISCUSSION

Respondent Characteristics

Respondents are partners of the company PT. Benih Unggul Sejati partners with farmers who cultivate cayenne pepper plants. The partner farmers who joined were 28, with the following characteristics in the table.

Table 3. Characteristics of respondents of partner farmers of PT. Benih Unggul Sejati company

No.	Characteristics	Total	Percentage
1.	Gender		
	a. Male	1	3,6
	b. Female	27	96,4
	Total	28	100,0
2.	Age (Years)		
	a. < 20	-	-
	b. 21-30	6	21,4
	c. 31-40	10	35,7
	d. 41-50	7	25,0
	e. > 51	5	17,9
	Total	28	100,0
3.	Education		
	a. Elementary School	2	7,1
	b. Junior High School	10	35,7
	c. Senior High School	14	50,0
	d. Bachelor	2	7,1
	Total	28	100,0

Table 3. Characteristics of respondents of partner farmers of PT. Benih Unggul Sejati company

No.	Characteristics	Total	Percentage
4.	Cayenne pepper field		
	a. Penitik, Wonosari	9	32,1
	b. Ambulu	4	14,3
	c. Jatimulyo	1	3,6
	e. Kraton, Wonoasri	2	7,1
	f. Paiton Reef	9	32,1
	g. Ajung	3	10,7
	Total	28	100,0

Source: Field interview results, processed (2023)

The table above shows that of the 28 respondents, there were one female partner farmer and 27 male partner farmers. This is due to the physical form of men who are more potent in strength to carry out the process of cayenne pepper cultivation from the seedling process to harvesting and until it can be in the form of seeds to be submitted to the company (Wulansari et al., 2019).

The age range of respondents ranged from 21 to 63 years, with the majority aged 31 to 40 years, so these ages are still very productive in carrying out the process of cayenne pepper cultivation, with the majority of education graduating from high school and owning land spread across the Jember district with the majority of partner farmers owning land in Penitik Wonosari and Karang Paiton which are highlands in Jember Regency so that they have the best land criteria for cultivating cayenne pepper seeds with the quality standards requested by the company.

Sustainability Strategy of Partnership Relationship between Seed Farmers of Cayenne Pepper and PT. Benih Unggul Sejati.

Researchers conducted an analysis using the Internal Strategy Factor (*Internal* Factor *Analysis Strategy*) and External Strategy Factor Matrix (*External Factor Analysis Strategy*) (Ariyanti et al., 2019). The matrix evaluates internal factors in strengths and weaknesses (IFAS) and external factors (EFAS), threats, and opportunities. IFAS, or internal factors of strength, consists of nine factors, and IFAS, or internal factors of weakness, consists of three factors, as seen in the table below.

Table 4. IFAS analysis

No.	Internal Strategy Factors	Respondents				Weight	Rating	Value
		1	2	3	4			
	Strengths							
1	Farmer-owned land or land	4	4	4	4	0,07	4,00	0,29
2	Capital from the company has been sufficient to meet the needs of farmer partners	3	3	3	4	0,06	3,25	0,19
3	Technology is sufficient	3	3	2	1	0,04	2,25	0,09
4	Physical infrastructure is sufficient	3	3	2	2	0,05	2,50	0,11
5	Demand for cayenne pepper seeds is evenly distributed across Indonesia	3	2	4	4	0,06	3,25	0,19
6	High demand for cayenne pepper seeds	3	3	4	4	0,06	3,50	0,22
7	Collaborate with fellow IPBH member companies	3	4	2	2	0,05	2,75	0,14
8	Some industries support the *packing* process and expedition services	3	4	3	2	0,05	3,00	0,16
9	ISO 9001:2015 quality management system self-certification	3	4	3	3	0,06	3,25	0,19
	Total					0,50	27,80	1,60

Table 4. IFAS analysis

No.	Internal Strategy Factors	Respondents				Weight	Rating	Value
		1	2	3	4			
	Weakness							
1	Limited number of field officers	4	2	2	3	0,14	2,75	0,38
2	There is no source of capital from other parties other than PT Benih Unggul Sejati Company.	4	4	4	4	0,20	4,00	0,80
3	Utilization of information systems that are still simple	4	4	3	2	0,16	3,25	0,53
	Total					0,50	10,00	1,71
	Total							3,29

Source: Primary data processing, 2023

Based on Table 4, the value of multiplying the weight and rating of each internal factor can be seen. The weight of the strength factor or strength and the weight of the weakness factor or weakness is 1. The strength factor rating reaches 27.28, and the weakness factor rating is 10.00. The total strength factor value is 1.6, and the weakness factor value is 1.71, so the total IFAS value is 3.29. Next, the EFAS analysis is carried out.

EFAS or external factors of opportunities (Opportunities) consists of eight factors. EFAS or external factors threats (Threats) comprise four factors. Each detail can be seen in Table 5 below.

Table 5. EFAS analysis

No.	External Strategy Factors	Respondents				Weight	Rating	Value
		1	2	3	4			
	Opportunities							
1	The company has an emotional connection with the surrounding community	4	4	4	4	0,08	4,00	0,32
2	Upgrading the knowledge of employees/field officers about seedlings regularly	3	4	3	3	0,07	3,25	0,21
3	Expanding the marketing area throughout Indonesia	3	4	3	4	0,07	3,50	0,25
4	Seed-related training program through the BPSB office	3	3	2	2	0,05	2,50	0,13
5	Fertilizer price subsidy for farmers	2	4	2	2	0,05	2,50	0,13
6	Export marketing opportunities overseas	2	3	2	2	0,05	2,25	0,10
7	Increasing partnerships with cayenne pepper farmers	3	3	3	4	0,07	3,25	0,21
8	Utilization of new technology to simplify the process of cayenne pepper cultivation.	3	4	3	4	0,07	3,50	0,25
	Total					0,50	24,75	1,60
	Threats							
1	Erratic climate change	1	1	3	2	0,11	1,75	0,19
2	Decrease in the number of cayenne pepper seed farmer partners	2	3	3	3	0,17	2,75	0,47
3	The existence of non-member companies that sell cayenne pepper seeds with almost the same quality varieties	2	1	3	2	0,13	2,00	0,25
4	The existence of counterfeit cayenne pepper seed products	2	1	2	1	0,09	1,50	0,14
	Total					0,50	8,00	1,05
	Total							2,65

Source: Primary data processed, 2023

Based on Table 5, the value of multiplying the weight and rating on each external factor can be seen. The sum of *the* weight of the *opportunities factor* and the weight of the *threats* factor is 1. The opportunity factor rating reaches 24.75, and the *threat* factor rating is 8.00. The total value of the opportunity factor is 1.60, and the value of the threat factor is 1.05, so the total EFAS value is 2.65.

The next stage is formulating a strategy to analyze strengths, weaknesses, opportunities, and threats. The analysis tool used is the SWOT Matrix. The strategies resulting from the SWOT Matrix are S-O strategies, namely using the strengths of the partnership to take advantage of existing opportunities. S-T strategies, namely, using strengths to overcome threats. W-O strategies include taking advantage of opportunities to minimize weaknesses by controlling partnerships, and W-T strategies minimize weaknesses and avoid threats. The following SWOT matrix of partnership sustainability strategies is presented in Table 6.

Table 6. SWOT matrix of strategies based on component analysis of strengths, weaknesses, opportunities, and threats

Internal / External	Strength (*S*)	Weaknesses (W)
	1. Farmer-owned land or land 2. Capital from the company has been sufficient to meet the needs of farmer partners. 3. Technology is sufficient 4. Physical infrastructure is sufficient 5. Demand for cayenne pepper seeds is evenly distributed across Indonesia 6. High demand for cayenne pepper seeds 7. Collaborate with fellow IPBH member companies 8. Some industries support the *packing* process and expedition services 9. ISO 9001:2015 self-certification	1. Limited number of field officers 2. There is no source of capital from other parties other than *You Seed* company. 3. Utilization of information systems that are still simple
Opportunities (O)	S-O Strategy	W-O Strategy
1. The company has an emotional connection with the surrounding community 2. Upgrading the knowledge of employees/field officers about seedlings regularly 3. Expanding the marketing area throughout Indonesia 4. Seed-related training program through the BPSB office 5. Fertilizer price subsidy for farmers 6. Export marketing opportunities overseas 7. Increasing partnerships with cayenne pepper farmers 8. Utilization of new technology to simplify the process of cayenne pepper cultivation	1. Strengthening the partnership relationship with cayenne pepper seed farmers supported by farmer-owned land, sufficient company capital, the emotional closeness of both parties, and utilization of new technology (S1, S2, O1, O8) 2. Expand the sales market for chili seeds nationally and internationally by cooperating with IPBH companies and supported by related industries such as packing and expeditions (S7, S8, O3, O6).	1. Adding field officers and conducting regular training to improve knowledge in the field of seedlings (W1, O2) 2. Establish cooperation with financial institutions such as cooperatives or other microfinance institutions to support the farming process of cayenne pepper seed farmers (W2, O7).

Threats (T)	S-T Strategy	W-T Strategy
1. Erratic climate change 2. Decrease in the number of cayenne pepper seed farmer partners 3. The existence of non-member companies that sell cayenne pepper seeds with almost the same quality varieties 4. The existence of counterfeit cayenne pepper seed products	1. Utilize technology and infrastructure such as waring and mulching to minimize the impact of erratic climate change (S3, S4, T1) 2. Maintain and improve product quality by maintaining ISO 9001:2015 quality certification so that products continue to sell in the seed market (S9, T3)	1. Improve information technology in the sales system to avoid counterfeiting cayenne pepper seed products (W3, T4) 2. Increase the number of field officers to increase the number of farmer partners (W1, T2)

Source: Primary data processed (2023)

Table 6 shows that the S-O (Strength and Opportunity) Strategy utilizes all strengths to get as many opportunities as possible (Idayu et al., 2021). They are expanding the sales market for cayenne pepper seeds nationally and internationally by working with fellow IPBH member companies and supported by related industries such as *packing* and expeditions and strengthening the partnership relationship with cayenne pepper seed farmers supported by farmer-owned land, sufficient company capital, the emotional closeness of both parties and the use of new technology.

The S-T *(Strength and Threats)* strategy is a strategy that uses strengths to overcome threats (Kurniawan et al., 2017). The S-T strategy is a strategy to utilize technology and infrastructure such as waring and mulching to minimize the impact of erratic climate change. Maintain and improve product quality by maintaining ISO 9001: 2015 quality certification so that products continue to sell well in the seed market.

The W-O (*Weakness and Opportunity)* strategy is a strategy that takes advantage of existing opportunities by minimizing existing weaknesses (Harahap et al., 2021). The W-O strategy is adding field officers and conducting regular training to increase knowledge in Seed. Establish cooperation with financial institutions such as cooperatives or other microfinance institutions to support the farming process of cayenne pepper seed farmers.

The W-T (*Weakness and Threats)* strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats (Stefani et al., 2017). The best W-T strategy is to improve information technology in the sales system to prevent counterfeiting of cayenne pepper seed products and increase the number of field officers to increase farmer partners.

The final stage is to determine the best strategy chosen based on the values in the relative competitive matrix and internal-external matrix as follows:

Table 7. Partnership sustainability strategy relative competitive matrix

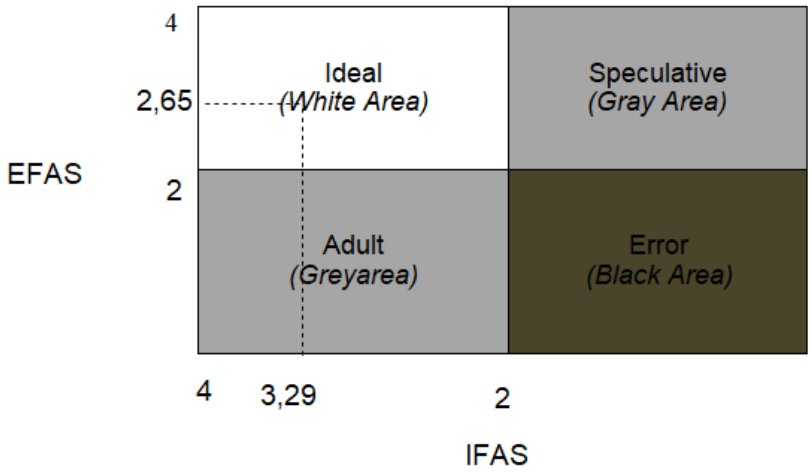


Table 7 shows the position of the IFAS and EFAS values. The EFAS value is 2.65, and the IFAS value is 3.29. This value is included in the ideal relative competitive matrix. Ideal is an area where the company, besides having prospective opportunities, is also strong enough or competent.

The ideal position is also called the *white area* position (strong-opportunity field), or strong-opportunity field or S-O strategy. Similar research is in research (Laksmi et al., 2017) with EFAS results of 3.09 and IFAS results of 2.54 and research from (Safitri et al., 2021) with EFAS results of 2.54 and IFAS 2.95.

This study's first S-O strategy is to strengthen the partnership cooperation relationship with Cayenne pepper seed farmers supported by farmers' land, sufficient company capital, emotional closeness between the two parties, and new technology. Similar research is from (Aji et al., 2014), with a research topic on the prospects for developing a partnership program in the bean farming business of PT Citra Asia Seeds. The research strategy aims to strengthen the partnership relationship because it has prospective opportunities and a solid ability to develop a contract farming system. Other research is from (Safitri et al., 2021) with the strategy of optimizing the use of technology-based infrastructure to increase production.

The second S-O strategy is to expand the sales market for cayenne pepper seeds nationally and internationally by working with the IPBH company. With a community of horticultural seed producers throughout Indonesia or the IPBH community (Association of Horticultural Seed Producers), the company can market its seed products more broadly, even internationally. Research that supports this strategy (Laksmi et al., 2017) is expanding market share to meet the potential needs of certified rice seeds.

So that the strategy can be applied by the company PT. Benih Unggul Sejati, for the sustainability of the partnership with cayenne pepper seed partner farmers in the future, is following the Ideal position (*White Area)*, namely the area where the company PT. Benih Unggul Sejati has prospective opportunities and the ability to strengthen the partnership cooperation relationship with Cayenne pepper seed farmers supported by farmer-owned land, sufficient company capital, the emotional closeness of both parties, and the use of new technology. The strategies that the company can use are 1) The company strengthens emotional relationships with partner farmers, 2) The company provides capital loan assistance of up to 50% of the total cost of cayenne pepper farming expenses to partner farmers, 3) Utilizing waring technology in the cayenne pepper cultivation process 4) Expanding the sales market for cayenne pepper seeds both nationally and internationally and cooperating with IPBH companies.

CONCLUSIONS AND SUGGESTIONS

The sustainability strategy of the partnership between the company PT. Benih Unggul Sejati and cayenne pepper seed farmers are 1) The company strengthens emotional relationships with partner farmers, 2) The company provides capital loan assistance of up to 50% of the total cost of cayenne pepper farming expenses to partner farmers 3) Utilizing waring technology in the cayenne pepper cultivation process 4) Expanding the sales market for cayenne pepper seeds both nationally and internationally and working with fellow IPBH member companies. The company PT. Benih Unggul Sejati should be able to increase emotional closeness with partner farmers by increasing the frequency of visits by field officers so that farmers have more trust and a sense of responsibility to meet the seed targets expected by the company and, of course, always provide rights for partner farmers.

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