

Optimization of Red Chili Supply Chain through the Development of Entrepreneurship Institutions in Lampung Province

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ABSTRACT

Supply chain implementation starting from the raw material to the customary source is as a single integrated activity rather than managing supply of goods as a series of separate activities. This study aims to find out how the supply chain activities can be expected to be efficient and how the entrepreneurial institutional development so that the institutions associated with the supply chain can play a more optimal role. The research method used is a qualitative approach. The data analysis used is describing the optimization of chili supply chain management in Lampung Province and also provides an efficient chili supply chain model. The results obtained that the chili supply chain is still quite long and have not optimized the existing institutions, Bumdes (Village Owned Enterprise) and TTI (Indonesian Farmer Shop). This is one of the triggers for rising prices of chili.

Keywords: Entrepreneurship, Supply chain, Optimization.

1. INTRODUCTION

The supply chain of goods and services is very important in an economic activity of a country. The availability of products and economical selling prices can only occur if there is good coordination between retail companies and parties in the supply chain, Slater & Narver (1994). Blecker et al. (2014) stated that the main pillar of the logistics system is to ensure the smooth and effective flow of goods reflected in satisfying responsive costs. The responsive costs of an organization need job satisfaction, organizational justice and organizational commitment, Barusman & Mihdar (2014). Satisfaction can be determined by the overall feeling of the buyers, Barusman & Mihdar (2015).

In this study we discuss the downstream part of the chili commodity supply chain. We found problems in the field, namely how the chilli supply chain activities so that there is an increase in the price of chillies that soar, and how the development of entrepreneurial institutions so that the institutions in the village can be optimized in the process of chilli supply chain.

The chili supply chain is different from other commodities. The chili commodity occupies an important position in the food menu even though it is needed only in small quantities, only 2.90 kg/capita/year in 2016. This is because almost all dishes in Indonesia use chili. Therefore, there is a need for product diversity, high quality, and the nature of fancy consumption. It is estimated that consumption of chili will continue to increase. In 2017 its consumption is estimated at 2.95 kg/capita/year and in 2020 it is estimated to be above 3.10 kg/capita/year. Increasing demand for commodities and chili-based products will continue to increase significantly over time, Food and Agriculture Organization of the United Nations, (2017).

The supply of red chilli on the market that is unable to meet consumer demand has caused the price of red chili to soar. This volatile chili price is caused by inefficient supply chain management arrangements. The entrepreneurial process takes place within a limited context of already familiar situations, Sautet (2013). The efficiency of supply chain management can be achieved if the management and supervision of distribution channel relationships are carried out cooperatively by all parties involved, Morgan & Hunt (1994).

Table 1: Development of Red Chili Production
According to Regency / City Year 2013-2014 (Tons)

Regency/City	Big Chilli			
	2013	2014	2013 -2014	
			Absolut	%
1. Lampung Barat	5.387	10.686	5.299	98,37
2 Tanggamus	1.699	1.287	(412)	(24,25)
3 Lampung Selatan	2.436	6.034	3.598	147,70
4 Lampung Timur	2.719	3.659	940	34,57
5 Lampung Tengah	3.324	2.876	(448)	(13,48)
6 Lampung Utara	1.707	1.701	(6)	(0,35)
7 Way Kanan	303	216	(87)	(28,71)
8 Tulang Bawang	414	438	24	5,80
9 Pesawaran	13.878	3.749	(10.129)	(72,99)
10 Pringsewu	898	370	(528)	(58,80)
11 Mesuji	504	63	(441)	(87,50)
12 Tulangbawang Barat	489	416	(73)	(14,93)
13 Pesisir Barat	1.286	711	(575)	(44,71)
14 Bandar Lampung	104	21	(83)	(79,81)
15 Metro	84	33	(51)	(60,71)
Lampung	35.232	32.260	(2.972)	(8,44)

Source: Lampung Central Statistics Agency, 2015

Table 2: Price of Manufacturers, Wholesalers, and Retail of Red Chili, 2011-2014 (Rp/kg)

Month	2013			2014		
	Manufacturer	Wholesale	Retail	Manufacture	Wholesale	Retail
Jan	13,735	19,364	22,406	24,617	29,989	32,069
Feb	13,381	19,064	25,991	18,199	23,504	27,263
Mar	13,715	19,401	26,731	14,441	19,891	26,114
April	12,592	17,667	24,819	8,929	17,316	24,187
May	14,541	20,404	28,543	7,246	11,197	19,903
June	24,313	27,110	33,372	6,730	9,525	18,669
July	19,730	26,550	35,911	6,421	10,210	19,538
August	15,017	22,400	33,285	7,783	11,762	19,320

Sept	16,328	21,083	29,052			
Oct	26,019	30,249	36,130			
Nov	22,269	29,003	32,036			
Dec	22,214	26,546	33,034			
Average	17,821	23,237	30,109	11,796	16,674	23,383

Source: Directorate General of Processing and Marketing of Agricultural Products, 2014

2. LITERATURE REVIEW

2.1. Definition of Supply Chain Management

In 1958, Jay Forrester derived the conceptual definition of SCM in which he showed a correlation and corroboration between distribution management and organizational relationships, Ekanayake et al. (2017).

Supply chain is a system where the organization distributes goods and services to its customers. It is a business process and repeated information that provides products or services from suppliers through the process of making and distributing to consumers, Lambert et al. (2005). Li (2007) explained that the definition of a supply chain is as follows: "It is a set of interrelated activities and decisions to efficiently integrate suppliers, manufactures, warehouses, transportation services, retailers and consumers". At this case a closer connection with key suppliers who can give their expertise to develop innovation which lead to succesful marketing is needed, Perks & Oosthuizen (2013). Upstream of the supply chain, large retailers are puttingimmense pressure on tens of thousands of suppliers around the world, pushing production prices down, Kourula & Delalieux (2016). Vorst (2004) states that supply chains are physical networks and activities related to the flow of materials and information within or across company boundaries. Activities in the supply chain transform natural resources, raw materials, and components into finished products will be distributed to end consumers.

2.2. Strategy in The Supply Chain Management Process

Croxton et al., (2001) stated that;

- a. Realization of suppliers with the aim of establishing easier cooperation. The fewer suppliers in the supply chain, the easier it will be to control.
- b. Supplier development programs with emphasis on developing and fostering suppliers for the benefit of both parties, namely improving the quality of goods and services.
- c. The inclusion of suppliers in design from the beginning. The design together with suppliers is more profitable than the old approach, namely the design itself.
- d. This integrated information system with information technology is able to manage and regulate the supply of goods into the factory based on prior notification of production schedules. In an advanced system, no more orders, delivery notes, invoices and the like are needed, but only the information that is used as the basis for shipping goods and speeding up the payment process.
- e. Centralized inventory. Supply chain integration is not only carried out between companies and suppliers, but also with downstream organizations, namely distributors and retailers.

Vorst (2004) states that supply chain can also be said to be a logistics network with the main players as follows:

1. Suppliers, 2. Manufacturer, 3. Distribution, 4. Retail outlets, 5. Customers

Chain 1: (Suppliers)

The beginning of the network, which is the first source of ingredients.

The first source is called suppliers including: suppliers' suppliers or sub-suppliers which are usually large

Chain 1 - 2: (Suppliers - manufacturer)

The first chain is connected to a second chain, a manufacturer or plant or assembler or fabricator or other form that does the work of making, fabricating, assembling, converting or completing goods.

Chain 1 - 2 - 3: (Suppliers - Manufacturer - Distribution)

The finished goods are distributed by the manufacturer to the customer. Goods from the factory are distributed through a warehouse to a large warehouse of distributors or wholesalers.

Chain 1 - 2 - 3 - 4: (Suppliers - Manufacturer - Distribution - Retail Outlets)

Large traders usually have their own warehouse or rent. Warehouse is used to stockpile goods before being distributed to retailers. Here, savings can be made in the form of inventory quantities and warehouse costs by way of redesigning the shipping pattern of goods both from the manufacturer and the retailer.

Chain 1 - 2 - 3 - 4 - 5 : (Suppliers - Manufacturer - Distribution - Retail Outlets - Customers)

Goods are offered by retailers directly to customers or users of the goods. Which includes an outlet is a place where the final buyer makes a purchase. Overall, this supply chain component is a purchasing function, in-bound logistics, production, distribution which includes outbound logistics and marketing, and reverse logistics, Li (2014).

2.3. Supply Chain Optimization

One of the key factors to optimize the supply chain is to create a flow of information that moves easily and accurately between the network or link, and effective and efficient movement of goods that result in maximum satisfaction for the customers, Borade & Bansod (2007).

The structure of distribution of highland vegetables in tropical area has different characteristics of supply chains, including chili, Johnson et al. (2008). Practically supply chain management becomes a solution to meet the production needs of the company, or sometimes only becomes part of marketing tools to meet consumer demand, but it is still very rare for practitioners to see supply chain management as a strategic part of the company in winning the competition, Chopra & Meindl (2015).

Supply chain management (SCM) involves movement of material and services from upstream to downstream operations of SCs, Mujkic et al. (2018). One of the most important issues related to supply chain management is the coordination of maintenance of balance among the supply chain participants. This coordination is a function of determining how to allocate the chain's total profits to each member. No anticipated benefits due to improvement of sustainability performance have been taken into consideration, business performance deteriorated, Das & Mitra (2018).

2.4. Entrepreneurship

Entrepreneurship is a creative and innovative ability that is used as a basis, and resources to seek opportunities for success. The creative process is only carried out by people who have creative and innovative personalities, namely people who have entrepreneurial spirit, attitude, and behavior. The indicator is full of confidence, optimistic, committed, disciplined, and responsible. Social entrepreneurship, thus, involves engaging in and implementing various practices and/ or taking actions without necessarily knowing if such actions will lead to positive or no (or perhaps negative) outputs and outcomes, Andersson & Willems (2018). The indicator is full of energy, deft in acting, and active. By focusing on the creative process and not on the creative outcome, an advantage of improvisation is that it does not make any judgement about the performance implications of improvisational processes, Vera & Crossan (2005). The last ones are about results orientation and future insight. It has to be brave to be different, trustworthy, strong in acting, and dare to take risks with full calculation.

2.5. Chili Commodity

Red Chili (*Capsicum annuum*) is one of the horticultural commodities belonging to annual crops. The plants are shrubs with a height of between 70 -110 cm. The size and shape of the fruit is generally large and long with weight varies depending on the variety, Weryszko-Chmielewska & Michałojć (2011). Chilli fruit by many people is used as a flavoring ingredient for various dishes by the company as a raw material for the food industry such as instant noodle companies, food companies, and chili companies.

3. RESEARCH METHODS

3.1. Research Design

This study uses a qualitative approach that is directed at the individual background holistically / intact, Hossain (2011). So in this case it is not permissible to isolate individuals or organizations into variables or hypotheses, but view them as part of a whole.

3.2. Research Object

In the first phase of the research, the object of the research was the organizational units in the three markets in Bandar Lampung, namely Iduk Tamin Market, Pasir Gintung Main Market, and Tugu Market.

3.3. Research Subject

This study involved informants from the head of the food crop and horticulture agency, the Head of the Food Security Service, and government employees who were interested in the chili commodity production and distribution policy. Research informants are people who are used to provide information about the situation and background conditions of the study.

Table 3: Research Informants

No	Description	Location
1	Farmer	Tri Mulyo Village, Pesawaran District
2	Collectors / Wholesalers	City of Bandar Lampung
3	Retailer	Main Market in City of Bandar Lampung
4	Head of Food Crops and Horticulture Agriculture Service	City of Bandar Lampung
5	Head of Horticulture	City of Bandar Lampung

Source: Research Results, 2016

4. DISCUSSION

4.1. Chili Production

Red chilli production in general has increased compared to previous years except 2015 and 2016. In 2013 there were 352,326 tons; In 2014 there were 352.326 ton; In 2015 there became 312.723 ton; In 2006 it rose up to 347.883ton; and in 2017 it rose at 502.032 ton.

Table 4: Harvest and Production Area Performance

Year	Harvest area (ha)	Production (ton)
2013	5.500	352.326
2014	4.912	352.326
2015	4.229	312.723
2016	4.229	347.883
2017	5.690	502.032

Source: Department of Food Crops and Horticulture Lampung, 2017

This increase in production was due to the increase in aggregate demand which included per capita household consumption averaging 1,67 kg, the need for 3,600 kg of food stalls per year, and processed consumption which included: a) For milled chili, an average of 2,700 kg per year, b) For the sauce industry, raw material averagely 12,775 kg per year, c) For the average raw material for chilli powder industry is 180.8 tons. The Department of Food Agriculture and Horticulture Lampung has carried out special operations with broad targets for the 2018 chilli planting as stated in the following table:

Table 5: Target of Chili Planting Addition Area in 2018

No	Regency	Red Chilli	Green Chilli
1	Lampung Barat	480	235
2	Tanggamus	323	268
3	Lampung Selatan	843	354
4	Lampung Timur	762	255
5	Lampung Tengah	729	151
6	Lampung Utara	301	94
7	Way Kanan	374	178
8	Tulangbawang	316	119
9	Pesawaran	531	113
10	Pringsewu	322	75
11	Mesuji	191	24
12	Tulang Bawang Barat	87	16
13	Kabupaten Pesisir Barat	170	84
14	Kota Bandar Lampung	21	12
15	Kota Metro	21	13
		5.471	1991

Source: Department of Food Crops and Horticulture Lampung, 2018

Table 6: Allocation of chili plant development activities

No	Regency	Various Chili
1	Lampung Barat	75
2	Tanggamus	100
3	Lampung Selatan	100
4	Lampung Timur	50
5	Lampung Tengah	100
6	Lampung Utara	50
7	Way Kanan	50
8	Tulangbawang	75
9	Pesawaran	250
10	Pringsewu	75
11	Mesuji	150
12	Tulang Bawang Barat	50
13	Kabupaten Pesisir Barat	150 ha
14	Kota Bandar Lampung	5ha
15	Kota Metro	15 ha

Source: Department of Food Crops and Horticulture Lampung, 2018

Table 7: Average Prices of Red Chili in Lampung (in thousands of rupiah)

No	Regency	January		February		March		April		May		July	
		HP	HE	HP	HE	HP	HE	HP	HE	HP	HE	HP	HE
1	Lampung Tengah	26	35	26	33	28	30	28	32	28	30	28	31
2	Lampung Timur	22	28	26	33	26	32	28	32	28	32	28	35
3	Lampung Selatan	22	26	21	25	28	32	27	33	28	32	28	30
4	Lampung Utara					40	45	25	30	27	33	24	20
5	Tenggamus	32	40	30	25	34	40	28	31	26	30	25	28
6	Way Kanan	35	40	34	32	32	40	27	31	25	30	35	38
7	Mesuji	33	42	30	40	32	40	28	31	25	30	25	30
8	Tulang Bawang	35	48	30	40	24	35	28	31	28	31	25	30
9	Tulang Bawang Barat	28	36	28	30	34	40	27	31	25	30	27	31
10	Pesawaran											13	18

Source: Department of Food Crops and Horticulture Lampung, 2017

Table 8: Average Prices of Green Chili in Lampung (in thousands of rupiah)

No	Regency	January		February		March		April		May		July	
		HP	HE	HP	HE	HP	HE	HP	HE	HP	HE	HP	HE
1	Lampung Tengah	26	35	26	33	28	30	28	32	34	34	34	34
2	Lampung Timur	22	28	26	33	26	32	28	32	31	30	28	35
3	Lampung Selatan	22	26	21	25	28	32	27	33	28	32	28	30
4	Lampung Utara					40	45	25	30	27	33	24	20
5	Tenggamus	32	40	30	25	34	40	28	31	22	25	22	25
6	Way Kanan	35	40	34	32	32	40	27	31	25	30	35	38
7	Mesuji	33	42	30	40	32	40	28	31	27	31	27	31
8	Tulang Bawang	35	48	30	40	24	35	28	31	28	31	28	35
9	Tulang Bawang Barat	28	36	28	30	34	40	27	31				
10	Pesawaran											13	18

Source: Department of Food Crops and Horticulture Lampung, 2017

4.2. Identification of Chilli Supply Chain

Chili is a potential vegetable commodity that has high economic value and has the potential to continue to be developed. Chili occupies an important position in the food menu. Even though it is needed in small quantities, it is consumed by almost all Indonesians every day. Chili is the leading national and regional vegetable commodity.

Leading commodities are commodities that are feasible to cultivate because they provide benefits to farmers, biophysically, socially, and economically, Thornton (2010). The followings are directly related to the supply chain, include:

a. Farmer

Farmers in this case are as providers of chili raw materials in order to obtain an adequate level of income. So they need to make a supply chain themselves, so that they are not controlled by large traders or large capital owners, considering that the average farmer is with relatively small capital. Moreover, large companies have applied the standards they set according to the demands / tastes of consumers. Prices that occur at the farmer level are Rp. 26,000, - / kg

b. Collectors

Based on the results of the study, chili collectors consisted of people both as farmers and as traders.

c. Wholesalers

The collectors at the farmer level then sell to wholesalers in Lampung, Tamin main market, Pasir Gintung Main Market and Tugu Market, and other traditional markets, namely Natar market, Jatimulyo market with an average price of Rp. 32,000, - / kg.

d. Final trader

In this section, retail traders directly deal with consumers who serve in retail at prices that vary from each trader.

e. End Consumer

Furthermore, the chili supply chain can be described as follows:

Figure 1: Chili supply chain

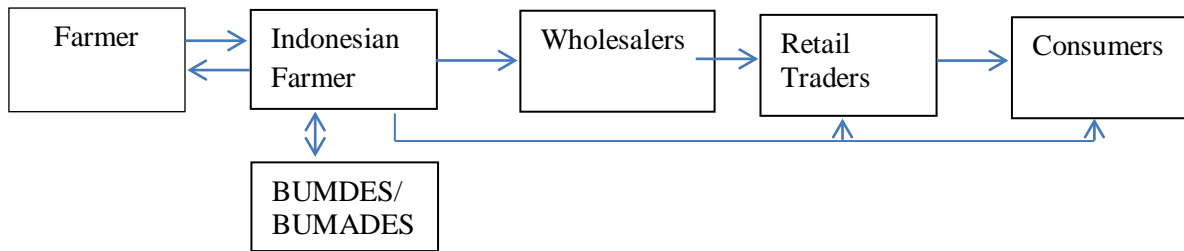


Source: observation results

4.3. Institutionalism of Supply Chain

Based on the data above that demand for chili is increasing, then in order to control prices and availability, it is necessary to create an efficient chain involving stakeholders (government) as determinants of distribution and pricing policies, but on the other hand farmers need sufficient capital in order to maintain availability seeds and other production facilities.

The longer the supply chain will add to the costs that must be borne by the consumer. Only a small number of companies reported on downstream collaborations with customers, Morali & Searcy (2013). As an effort of efficiency, the role of institutions in the village, both BUMDES and the Indonesian Farmers' Shop (TTI) are involved in supply chain activities.

Figure 2: Supply Chain Model Offered

1. Farmer
 - a. At the time of planting they get planting facilities from TTI
 - b. At the time of harvest they deposit the results to TTI
2. TTI

As a provider of chilli production facilities, TTI also accommodates farmers' results
3. BUMADES / BUMDES as partner institutions that work with TTI
4. TTI
 - a. Sell chili collected from farmers, they can also sell directly to retailers, or to consumers.
 - b. Can sell to wholesalers

5. CONCLUSION

Efficient chili supply chain optimization can add value to stakeholders involved in the supply chain and can also increase competitiveness. The interests of each supply chain (price certainty, certainty of availability, certainty of income, certainty of distribution) can be achieved through an entrepreneurship program.

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