

Marketing Services for Potato Export Potential in Indonesia

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Abstract

Potato is one of the best horticultural commodities in Indonesia, and the primary income of farmers in Wonosobo is from growing potatoes. However, potato export activity has not significantly grown, and it is less profitable. The absence of party facilitating farmers for doing export is the primary obstacle in increasing potato exports, especially in Wonosobo. This study aims to assess the marketing of potatoes and the development of marketing channels by establishing a cooperative or special organization, run by competent people helping the farmers. Improving export knowledge for potato farmers can be done by providing guidance using a double-loop method. The result of this study is the framework of the marketing channel for potato farmers to make them more accessible in carrying out export. Further research in this field may be carried out in other cities.

Keywords

Export; Marketing; Service; Potato; Wonosobo.

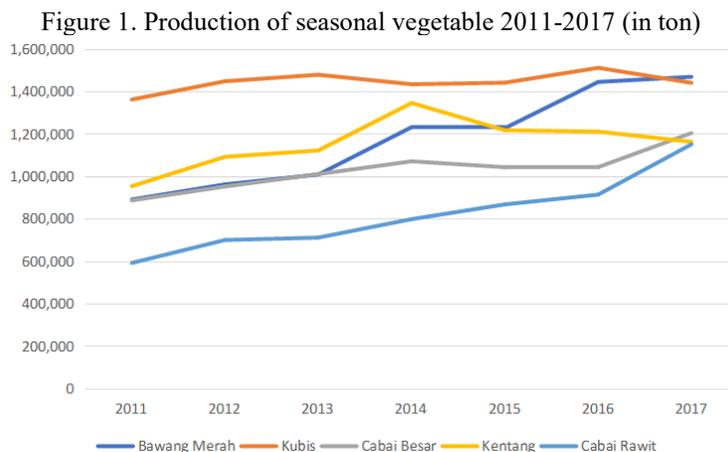
1. Introduction

The inclusive economic growth or the economy which can be enjoyed by everyone is the priority in the economic development of Indonesia. This economy is also called quality economic growth (Hirawan, 2018). The series of structural reformation policies for improving economic competitiveness has been one of the boosters in economic growth (Kusuma, 2018). One of the critical monetary indicators indicating economic strength is foreign exchange. It is used for constructing roads, seaports, airports, and others. Foreign exchange is an important financing source in the country's development, and it can be acquired through trade among countries.

In the opening of Musrenbangnas (National Development Planning Consultation), Bambang Brodjonegoro, the minister of National Development Planning Agency (Bappenas), mentioned six sectors which contribute the most to the economic growth of Indonesia. The three primary sectors in 2018 were processing (especially non-oil and gas), agriculture, and tourism industry (Budi, 2018; Humas, 2017). In developing countries, there seems a shift toward the marginalization of small farmers and retailers to increase economic quality by developing the existing private sectors (Warning & Key, 2002). The economic development of a country is influenced by international trade (Adhikari, Sekhon, & Kaur, 2016). International trades such as export and import pose a vital role in developing a country. The limitation in export empirically reduces welfare and gives disadvantages (Aragie, Pauw, & Pernechele, 2018).

Horticultural export at the macro level has a positive contribution and does not jeopardize food availability, while at the micro level, it reduces the possibility of food insecurity, increases the quality of food consumption, and reduces hunger (Broeck, Hoyweghen, & Maertens, 2017). Horticultural export over the period 1995-2014 increased, especially in Asian developing countries with an annual average growth of 7.8% (Van den Broeck dan Maertens, 2016). Increasing agricultural export is a priority program of the Ministry of Agriculture, which continues to strive to improve the welfare of farmers. Agricultural export is expected to contribute to improving the national economy by reducing the import of agricultural commodities (Selfie Miftahul, 2019; SindoNews, 2019). Ministry of Agriculture facilitates

the exporters to export local agricultural commodities to any country worldwide, so their products can ‘go international’ (Selfie Miftahul, 2019).



Source: Central Bureau of Statistics (Subdirektorat Statistik Hortikultura, 2018)

The best export commodities from the horticultural sub-sector are vegetables, fruits, and ornamental plants (Ulfa, 2018). With the growth of 24% in 2017, the horticultural export reached the largest value in the last 15 years (Trubus.id, 2018). In 2018, agricultural export increased by 11.92% worth five trillion rupiahs, which was contributed by the increase in vegetable export of 4.8% (SindoNews, 2019).

In 2017, seventeen (17) types of seasonal vegetables were exported by Indonesia, with total annual export value reaching US\$ 14.48 million. This value decreased by 28.88% from 2016 (Subdirektorat Statistik Hortikultura, 2018). The third most significant contributor to foreign exchange after red onions and mushrooms is potatoes with a net weight of 0.86 thousand tons and export value of US\$ 0.98 million (Subdirektorat Statistik Hortikultura, 2018). One of the best commodities in horticultural sub-sector in Indonesia is potatoes (Pronk et al., 2018). Figure 1 portrays the five largest productions in 2017, consisting of red onions, cabbages, big chilies, potatoes, and cayenne peppers. From 2011 until 2014, the production of potatoes in Indonesia increased. Nonetheless, from 2014 until 2017 the production declined.

Table 1. Harvested area, production, and yield of seasonal vegetables in 2016 and 2017

Commodity	2016			2017		
	Harvested Area (ha)	Production (ton)	Yield (ton/ha)	Harvested Area (ha)	Production (ton)	Yield (ton/ha)
Red onion	149,635	1,446,859	9.67	158,172	1,470,155	9.29
Cabbage	71,934	1,513,318	21.04	90,838	1,442,624	15.88
Big chili	123,404	1,045,591	8.47	142,547	1,206,272	8.46
Potatoe	66,450	1,213,041	18.25	75,611	1,164,738	15.4
Cayenne pepper	136,818	915,992	6.69	167,600	1,153,159	6.88
Tomato	57,688	883,234	15.31	55,623	962,849	17.31
Mustard	60,600	601,200	9.92	61,133	627,598	10.27
Chayote	8,828	603,319	68.34	8,917	566,852	63.57
Spinach	31,814	537,519	16.9	30,654	537,341	17.53
Eggplant	44,829	509,724	11.37	43,905	535,421	12.19

Source: Central Bureau of Statistics (Subdirektorat Statistik Hortikultura, 2018) with some adaptation.

Table 1 shows that in 2016, potatoes were the third largest commodity reaching the production of 1,213,041 tons. Compared to 2017, potatoes were still in the top five productions, but the ranked went down to the fourth, reaching the production of only 1,164,738 tons. In 2018, export commodities faced a problem as no exporting companies were facilitating the farmers (Bakri, 2017). Exporting companies are supposed to be the partners of the farmers and also act as the proper information disseminators. While the high potential of potato export, Indonesia does not have specialized

exporters focusing on potato commodity. It is essential to establish an organization or cooperative managing the crops from the potato farmers so the potatoes can be exported.

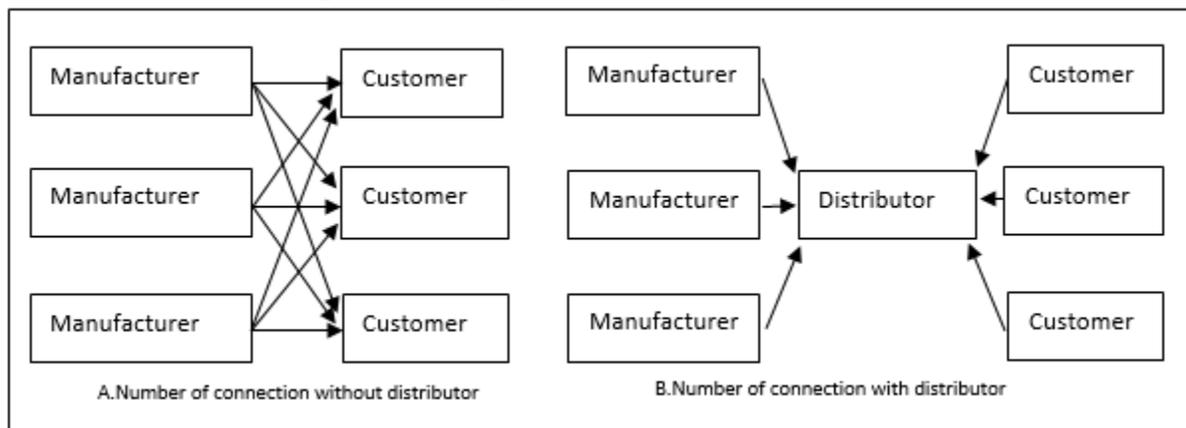
Table 2. Potato production in several regions of Central Java in 2016

City/Regency	Harvested area (ha)	Productivity (ql/ha)	Production (ql)
Banjarnegara	5,701	170.96	974,667
Brebes	2,540	205.87	522,900
Wonosobo	3,322	153.06	508,464
Batang	1,094	201.14	220,045
Temanggung	493	247.72	122,125
Tegal	538	225.76	121,460
Pekalongan	558	215.48	120,238
Semarang	244	249.86	60,965
Magelang	259	188.62	48,853
Purbalingga	114	157.58	17,964
Pemalang	75	130.61	9,796
Wonogiri	11	128.27	1,411
Boyolali	5	152.00	760
Karanganyar	1	110.00	110

Source: Central Bureau of Statistics (2017)

This research aims to evaluate potato markets in Central Java, especially in Kejar sub-district, Wonosobo Regency in the hope to describe the market situation and market potential. This area was chosen because Central Java had the largest potato production in Indonesia from 2012 to 2016. One of the largest producers of potato in Central Java is Wonosobo Regency (BPS, 2017). Table 2 shows that in 2017, Wonosobo was the third largest producer of potato producing 508,464 tons. Some research has indicated that it is essential to establish a marketing channel such as cooperative so the farmers can directly export their potatoes.

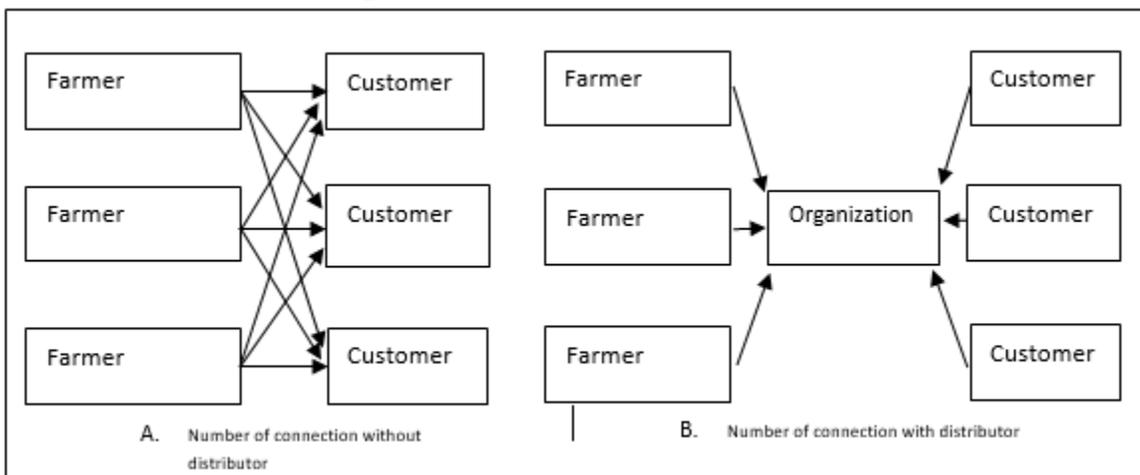
Figure 2. Marketing channel from producer to consumers



Source: (Kotler, P., Armstrong, G., Franke, G., & Bunn, 1990) with adaptation

There has been research studying potato farmers in Wonosobo, but few of them focused on marketing channel. Siti Nurulita studied marketing analysis for the potatoes (Fatimah, 2011). The value chain consists of companies, suppliers, distributors, and customers, working together to improve the performance of the entire system. Figure 2 shows the role of distributors to shorten the channel from companies to customers.

Figure 3. Channel from farmers to customers



A marketing channel, such as cooperative, can be established to facilitate potato farmers, as shown in figure 3. By shortening marketing channel, farmers can deliver their crops directly to the costumers through cooperative or another organization, so the farmers may have more significant profit because they can adapt the price when the harvest comes. This mechanism will reduce the role of middlemen who have been so far interfering in determining the price of the potato. Cooperative or another kind of organization will help the farmers because they will gain more margin, and the customers will also pay a lower price for the potatoes they buy.

2. Literature Review

Globally, there is a significant difference between local and international business (Kavida & Sivakoumar, 2010). International business is known as a commercial activity which goes beyond the country boundaries. Export is not only the activity to earn profit from the international operation, but also to gain profit from the domestic market by realizing an optimum production capacity (Kavida & Sivakoumar, 2010). In the economic development, export has developed to be U-shape, where economic level becomes higher at the development stage, lower for a moment, and goes up (Cadot, Carrere, & Strauss-Kahn, 2018). Direct marketing channels such as direct-to-consumer outlets can be realized by making farmers markets or urban farms, providing a chance to local farmers to sell their crops to customers directly (AMS, 2017). It will build a personal relationship between farmers and customers (Onianwa, O., Mojica, & Wheelock, 2006).

A marketing channel is defined as the exchange relationship, which creates customer value in acquisition, consumption, and disposition of goods or services. It means the exchange relationship appears from the market as a way to fulfill the needs (Pelton, Strutton, & Lumpkin, 2002). Farmers generally produce agriculture commodity, but for marketing purpose, there should be an organized institution which collectively conducts the marketing activities (Guenther, 2012). Sapiro found that marketing transaction contributes to the success of cooperative by merging the sellers from the farmers (Bruynis, Goldsmith, Hahn, & Taylor, 2001; Guenther, 2012). Regulation is seen as an environmental factor and direction regarding internationalization, market segmentation, export, and international marketing (Lähteenmäki-Uutela et al., 2018). Regulation functions to control the marketing activities of a particular commodity.

The individual farmer can learn at an organization which has a role and acts as an agency. Learning activity of each farmer can be facilitated, supported, or even hampered by an ecological factor system called an organizational learning system. Learning happens at a workplace is called one-loop or Model I. This model is a learning system which is sufficient to enable the organization to apply its existing policies and attain its stated goals (Argyris, 2017). Meanwhile, double-loop or Model II is a more comprehensive and challenging system in questioning the goals and underlying assumptions (Argyris, 2017). One example of one-loop is, thermostat receives information about room temperature, and it can then turn on or off itself if the room is too hot or too cold. If double-loop, the thermostat can

ask itself whether to adjust to a specific temperature. One example of one-loop learning is to debate something that can be done to increase profit in a non-profit division where the cease cannot be discussed because of a particular party. While the example of double-loop is when this division faces a problem, it can directly make a decision together.

Marketing

Marketing is a managerial process where an individual or a group fulfill its needs and wants by creating, offering, and exchanging values (Kotler, 2009). American Marketing Association (AMA) stated the definition of marketing as follows “*Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large*” (Kotler & Keller, 2012).

Marketing Channel

Kotler and Keller defined marketing channel as follows “...*marketing channels are sets of interdependent organizations participating in the process of making a product or service available for use or consumption*” (Kotler & Keller, 2012). A marketing channel can be stated as the series of exchange relationship, creating customer value in the acquisition, consumption, and disposition of goods and services. This definition implies that the relationship exchange is one of the ways to fulfill the current market needs. The members of the channel should come to the market and be well equipped to handle the changes in needs and wants of the market (Pelton et al., 2002).

Service

Service is an action or performance which can be offered by one party to another party, and it is intangible as well as does not result in ownership for something (Kotler, 2007). The production of service may or may not be related to the physical product. In theory, service has shifted to simplify the exchange model where it implicitly moves from value-in-exchange to value-in-use, focusing on the resources instead of the product with the emphasis on the integration and operation of the resources, delivery of the service, and ability to create continuity through the retention of exchange paradigm (Vargo & Lusch, 2008).

Export

Export is a significant contributor to the exchange process between countries, and it contributes to state revenue (Gururaj, Satishkumar, & Aravinda Kumar, 2016).

Organization

The organization is a place where people gather and work together rationally and systematically in utilizing organizational resources efficiently and effectively to attain the determined goals (Shaliha, Hamid, & Hakim, 2017). As an open social system, the organization has been defined, and the boundaries are set by the relationship and behavioral patterns running the sustainable cycle consisting of input-transformation-output (Argyris, 2017).

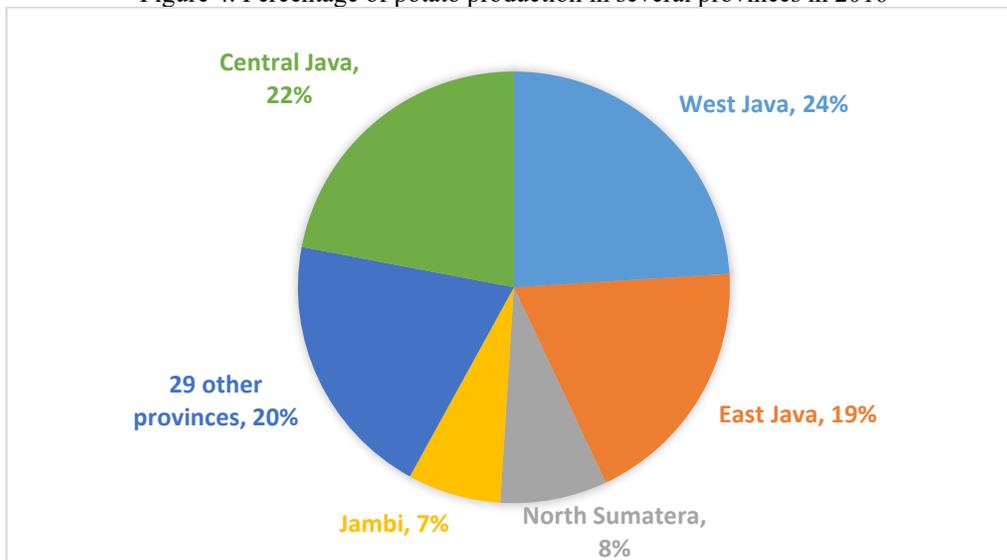
3. Methods

Wonosobo regency was purposely chosen in this research. This research is descriptive research using qualitative method to portray and explore the new knowledge regarding marketing system for potato farmers with an emphasis on marketing channel. This research uses secondary data obtained from several literature and reports.

4. Results and Discussion

Indonesia is one of the countries with the largest agriculture sector in the world (Silvia, Syamsun, & Kartika, 2015). Regarding this agriculture sector, the Indonesian government should keep working to fulfill the basic needs of its citizen because the agriculture sector plays a vital role in the economy and one of the ways to do this is by increasing the production of all commodities (Sari, Winandi, & Tinaprilla, 2017; Wulandari, Ernah, & Supyandi, 2018). As an agricultural nation producing sessional fruits and vegetables, Indonesia produces various commodities, and one of them is a potato.

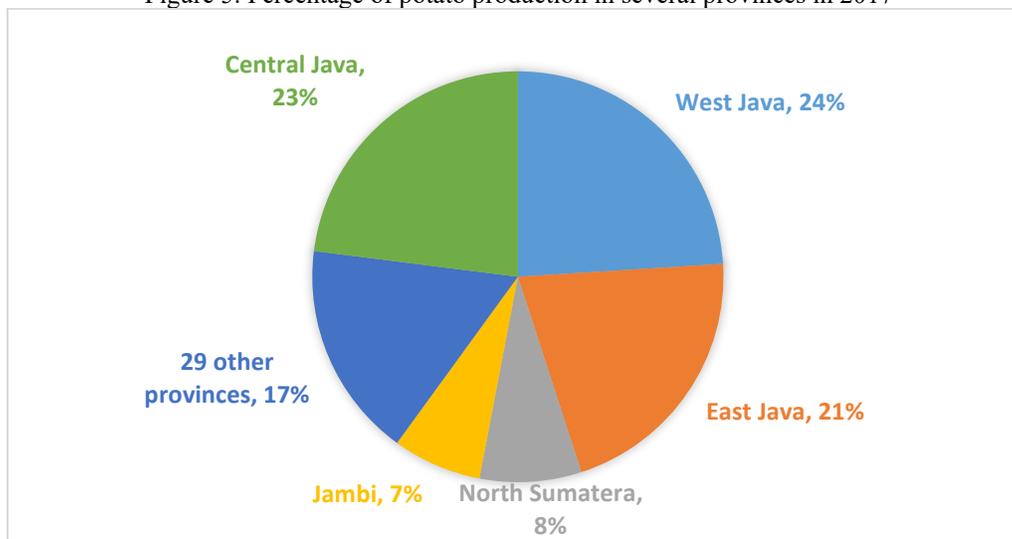
Figure 4. Percentage of potato production in several provinces in 2016



Source: processed data (2018)

In average, it can be seen in figure 4 that Central Java was one of the largest producers of potatoes after West Java with a percentage of 24%. Central Java was in rank two contributing up to 22%, followed by East Java by 19%, North Sumatera by 8%, and Jambi by 7%. Figure 5 also shows that the production of potato in 2017 was dominated by West Java, contributing up to 24% and followed by Central Java with the contribution of 23%, going up by 1% from the previous year.

Figure 5. Percentage of potato production in several provinces in 2017



Source: Central Bureau of Statistics (2017)

In Wonosobo, these five regions had the largest potato production, namely, Kepil, Sapuran, Kalikajar, Garung, and Kejajar, producing 435,493 quintals of potatoes with total harvested areas of 2.853 ha (Sarjono, Sanny, & Melati, 2018). Every year, the potato crop in Wonosobo increases, except in 2011 and 2015 (Sarjono et al., 2018). The imported potatoes in Indonesia can be seen in table 3, where most of the potatoes or 25,959.09 tons were preserved using vinegar. The total value of these potatoes is around US\$ 28,699,850. According to the Ministry of Agriculture of Indonesia (Idris, 2016), the number of imported potato in Indonesia is relatively low compared to the potatoes produced locally. Nevertheless, Indonesia still imports potatoes to fulfill the raw materials in the production of potato chips.

Table 3. Types of imported potatoes from January to September 2016

Types of Potatoes	Volume (ton)	Value (US\$)
Potatoes, preserved with vinegar	25,959.09	28,699,850
Fresh potatoes	18,674.89	8,821,477
Potato starch	10,298.87	7,078,416
Chips, grains and pellets from potatoes	6,195.50	7,396,504
Potato seeds	3,037.00	2,525,290
Flour, coarse flour and powder form potatoes	895.34	1,216,231
Potatoes other than slices in air-tight packaging	93.50	196,649
Potatoes other than slices, other than packed air-tight	40.89	245,243
Potato slices and other slices	0.03	265
Total	65,195.11	56,168,925

Source: processed data (2018)

Table 4 shows that the largest export of Indonesian potatoes is to Singapore, where Indonesia exported 4,080 tons in 2015. The opportunity to export Indonesian potatoes is still tremendous, especially to non-ASEAN countries

Table 4. List of Importing Markets for the Product Exported by Indonesia in 2015 (Potatoes, Fresh or Chilled)

No	Importers	Values Exported in 2015 (USD thousand)	Quantity Exported in 2015 (tons)
1	World	3,058	5,484
2	Singapore	2,743	4,080
3	Malaysia	170	1,372
4	Australia	71	6
5	New Zealand	66	6
6	Timor-Leste	7	19

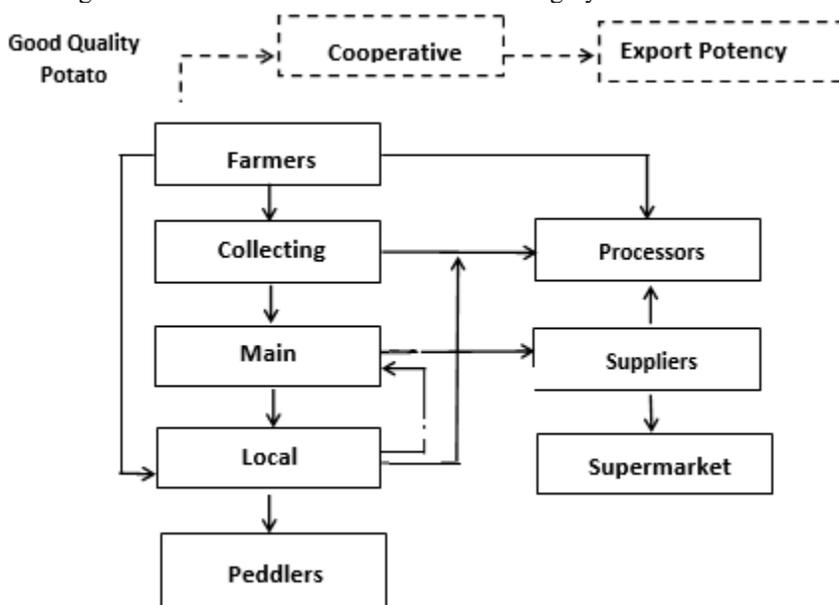
Source: processed data (2018)

In addition to producing potatoes, Indonesian farmers also produce other commodities such as cabbage, chayote, Welch, and others. Smaller farmers may have access to the overseas market by making a partnership with exporting companies, and those farmers can get financial benefit from this partnership (Warning & Key, 2002). There are several foreign firms importing fruits and fresh vegetables from Indonesia, namely TY Impor & Ekspor Sdn Bhd and Chop Tong Guan Sdn Bhd from Malaysia, as well as Ever Rich Pte Ltd and Ban Choon Pte Ltd from Singapore.

The Ministry of Agriculture of Indonesia stated that the production of potato in 2016 was 1.2 million tons while the import of potato only 26,000 tons and Indonesia could export the potatoes to Singapore and Malaysia (Tarigan, 2017). Wonosobo has 15 subdistricts where each subdistrict has between 16 to 21 villages. With a total area of 984.68 kilometers squared and a population of around 750 thousand people, most of the people in Wonosobo work as potato farmers and they depend on agriculture. Of the 15 subdistricts, only five of them produce potatoes where Kejajar subdistrict produces the most potato with the area of 2,853 hectares and could produce 435,493 quintals of potatoes per year. Farmers generally grow Granola butter potatoes between one until three times per year at Dieng plateau and more than three times at other areas. Currently, this area could produce 10-15 tons of potatoes per hectare, smaller than it was years ago, which could produce 25 tons per hectare. This condition is caused by declining soil quality in the area.

The primary issue faced by the farmers is the relatively high price of the seed, which is bought from Pangalengan, Bandung (West Java province). The price of the seed from Pangalengan reaches IDR 25,000 per unit, more expensive than it is from BPPT Malang (East Java) which is under IDR 20,000 per unit. Besides, this price excludes the pesticide and fertilizer. The potatoes produced by the farmers are sold to the middlemen or in a traditional way, so there is a chance to start conducting export someday. The farmers are not able to process the potatoes into other products. Regardless of the technical and economic feasibility, potato export is still in small quantities because it is less competitive. To increase competitiveness in the international market, there should be sufficient post-harvest technology and less marketing and delivery (Kumar, Pandey, Rana, & Pandit, 2009). In this regard, direct export by farmers to the buyers overseas is a promising alternative to increase potato export.

Figure 6. The framework of Potato’s Marketing System in Java Island



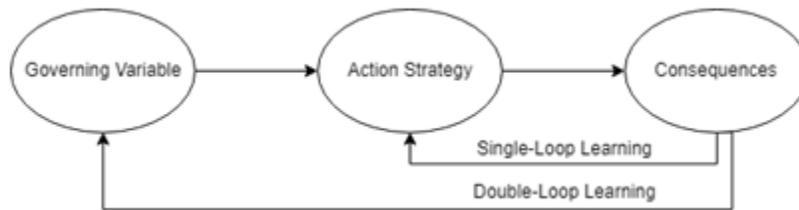
Source: processed data (2018)

Figure 6 shows that local marketing is still dominant, primarily the sales from farmers to the middlemen. Only a few farmers sell the potatoes to the processing companies because processing companies require super quality potatoes. To shorten the marketing process, there should be cooperative or any organization which provides guidance and training on how to independently export the potatoes. Cooperative is independently formed by the society to temporary collect, purchase, and then export the potatoes. Also, cooperative will provide the guidance needed by the farmers.

In the beginning, cooperative will act as the intermediary between farmers and overseas buyers because the farmers may have no sufficient knowledge in doing the direct export. Besides, the cooperative may provide training and give relevant knowledge so the farmers will be able to do a direct export so that they will earn more profit.

Indirectly, increasing productivity and income requires the support of technology (Subejo, 2013). Information technology may increase the knowledge of the farmers regarding the market of their potatoes. The learning development model for the farmers can be done by conducting intensive and continuous learning through organizational development at the cooperative. The cooperative or any organization will provide beneficial information and knowledge through the guidance process using a double-loop learning approach. The learning can be enhanced by problem-solving with the emphasis on searching for the primary cause of a problem as well as preventing this problem to happen again in the future.

Figure 7. Double and Single-Loop Learning



Source: Freeman & Knight (2011)

Figure 7 shows the difference between double-loop and single or one-loop learning. Single-Loop learning allows for action consequence to affect the action strategy in the future, while double-loop learning requires review on the fundamental or principles regulating the action strategy formulation, thus going back to the underlying variable regulating actions in the future. This learning method is commonly used to support the learning approach, which

invites the learners to be active in the learning process so they can think independently to market or export the potatoes. Finally, they will not depend on other people in their business.

4. Conclusion

The primary income of people in Wonosobo, especially at Kejajar subdistrict, is from potato farming. Export-oriented marketing by the farmers will improve the life standard of the farmers who in the present time still sell most of the potatoes through the middlemen. This old mechanism negatively affects the farmer position in the global production network. The insufficient information hampers the farmers, but they have to develop their strategies to maintain their position in the export sector. The potato farmers also need to reduce marketing expense by cutting marketing channel by establishing an organization which provides direct supports and facilitates sustainable learning.

5. Implication

Research regarding marketing system for potato farmers was conducted by Boaventura Antonio Cardoso Freitas entitled “*Sistem Tataniaga Kentang di Kecamatan Hatu-Builiko, Kabupaten Ainaro, Timor Leste*” (Potato business system at Hatu-Builiko subdistrict, Ainaro regency, Timor Leste). The result of that research covers three marketing channels, namely channel I, channel II, and channel III. Channel I consists of farmers → middlemen → retailers → customers. Channel II consists of farmers → middlemen → wholesalers → customers. Channel III consists of farmers → middlemen → customers. The biggest total cost is at channel II because this channel is the longest and the packaging of the potato product is better. The lowest total cost is on channel III because this channel is the shortest. The efficiency in marketing channel based on margin and farmer share results in a minimum cost without reducing customer satisfaction to the products or services (Freitas, Darmawan, & Putera, 2014).

According to Yumi’s research entitled “*Model of Farmer’s Learning Development in Implementing Sustainable Private Forest Management: Cases in Gunung Kidul District in Yogyakarta and Wonogiri District in Central Java*”, the low learning intensity of the farmers is caused by several aspects. These aspects are the low collaboration and synergy among learning institutions for the farmers, weak and less dynamic social agencies, incompetent counselors, and low motivation or self-concept of the farmers. SEM analysis shows that the factors affecting the learning intensity of the farmers are orderly as follows; learning institutions, social agencies, farmer characteristics, and competence of the counselors. The aspect of supporting agency is the most potential in affecting learning intensity of the farmers because this aspect involves the support by human resources in any activity. The support or facility whose benefit can be felt directly is the personal support from the counselors because they accompany the farmers in the learning activities (Yumi, Sumardjo, Gani, & Sugihen, 2011).

6. Limitation and Suggestions

Further research may study not only the potato but also other commodities. Besides, the scope of the further research may also be extended, not only in one area but also in other areas of Dieng plateau such as Banjarnegara, Pekalongan, Batang, Temanggung or even in other cities in Indonesia and overseas. The result of this research is expected to be beneficial in developing a marketing strategy with an emphasis on effective marketing channel, especially for the farmers in Central Java and its surrounding areas.

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