ANALYSIS OF SUPPLY CHAIN MANAGEMENT AND PARTNERSHIP PATTERNS IN VEGETABLE ONLINE COMPANY
(Case Study at Bejana.id)

Bachelor Thesis

By

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ABSTRACT

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

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

ABSTRAK

**ANALISIS MANAJEMEN RANTAI PASOK DAN POLA KEMITRAAN
PADA PERUSAHAAN SAYURAN *ONLINE*
(Studi Kasus Pada Perusahaan Bejana.Id)**

By

Vania Azalia A

Penelitian ini bertujuan untuk menganalisis manajemen rantai pasok, mengidentifikasi kinerja rantai pasok berdasarkan rata-rata waktu dalam menyelesaikan transaksi, dan pola kemitraan yang terjalin pada perusahaan Bejana.id, Bandar Lampung. Metode penelitian yang digunakan ada studi kasus dengan penentuan lokasi secara sengaja. Data yang digunakan merupakan data pada bulan Desember 2022 dengan menggunakan bantuan kuesioner. Sampel yang digunakan dalam penelitian berjumlah 16 responden, terdiri dari satu orang dari Bejana.id, enam orang mitra pedagang/agen, dan sembilan orang mitra petani yang ditentukan menggunakan teknik *purposive sampling*. Metode analisis data yang digunakan untuk manajemen rantai pasok dan pola kemitraan adalah deskriptif kualitatif, sedangkan kinerja rantai pasok menggunakan deskriptif kuantitatif dengan perhitungan *Supply Chain Operation References* (SCOR). Hasil penelitian ini menunjukkan (1) rantai pasok Bejana.id terdiri dari mitra petani dan mitra pedagang/agen sebagai pemasok, Bejana.id sebagai distributor, dan B2B & B2C sebagai konsumen. Aliran produk, uang, dan informasi sudah berjalan baik dan tidak menemukan kendala besar, (2) kinerja rantai pasok di tingkat mitra pemasok ada pada tingkat *advantage* untuk kesesuaian standar (KS) dan pemenuhan pesanan (PP) adalah *parity*, sedangkan pada tingkatan Bejana.id kesesuaian standar (KS) adalah *advantage*, (3) pola kemitraan antara Bejana.id and mitra petani adalah pola dagang umum, dan antara Bejana.id dengan mitra pedagang/agen adalah pola keagenan.

Kata kunci: *e-commerce*, kemitraan, rantai pasok, sayuran, SCOR

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

By

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Bachelor Thesis

As One of the Requirements to Achieve the Title of BACHELOR OF AGRICULTURE

At

Department of Agribusiness Faculty of Agriculture University of Lampung

DEPARTMENT OF AGRIBUSINESS FACULTY OF AGRICULTURE UNIVERSITY OF LAMPUNG 2023
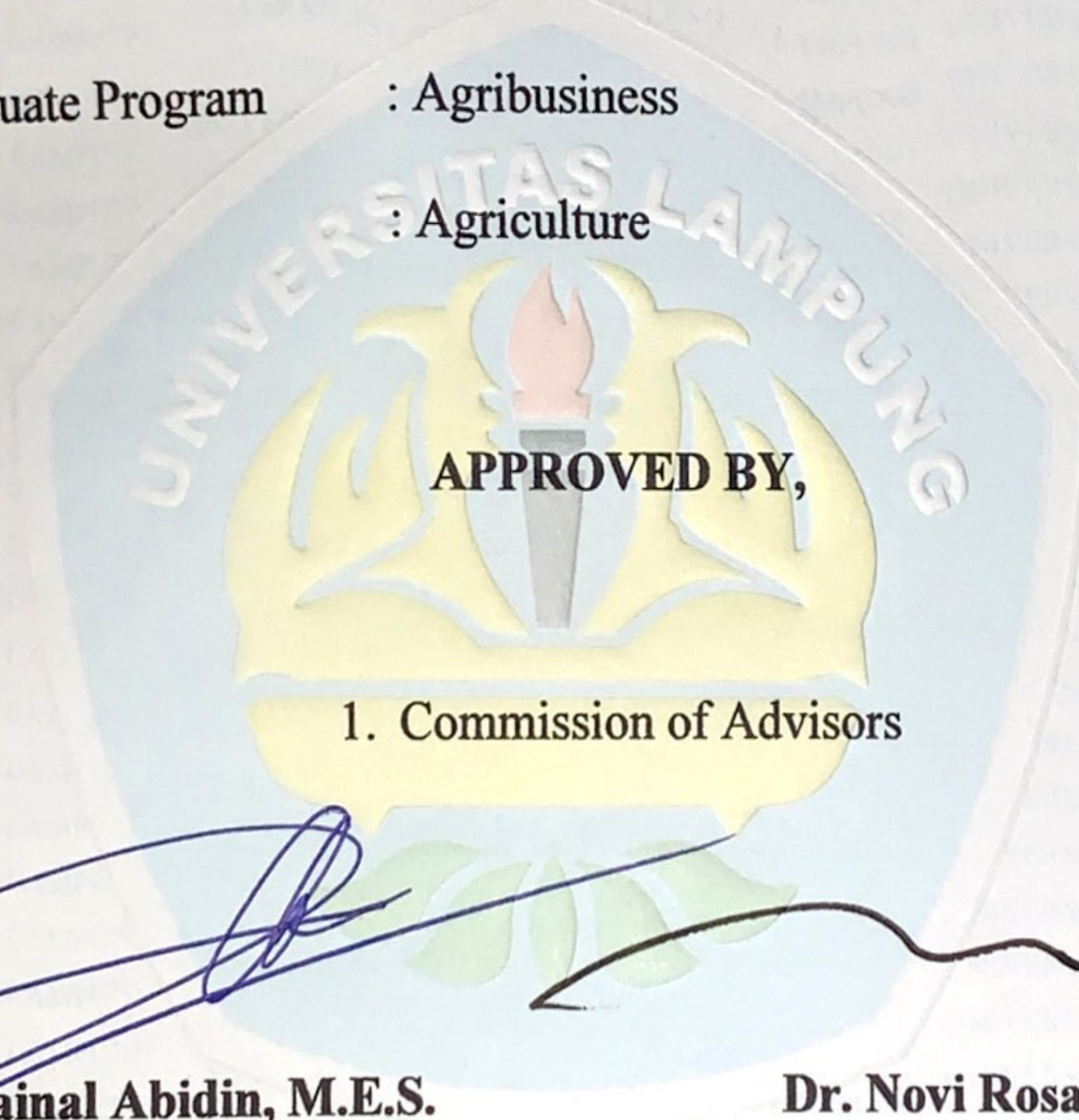
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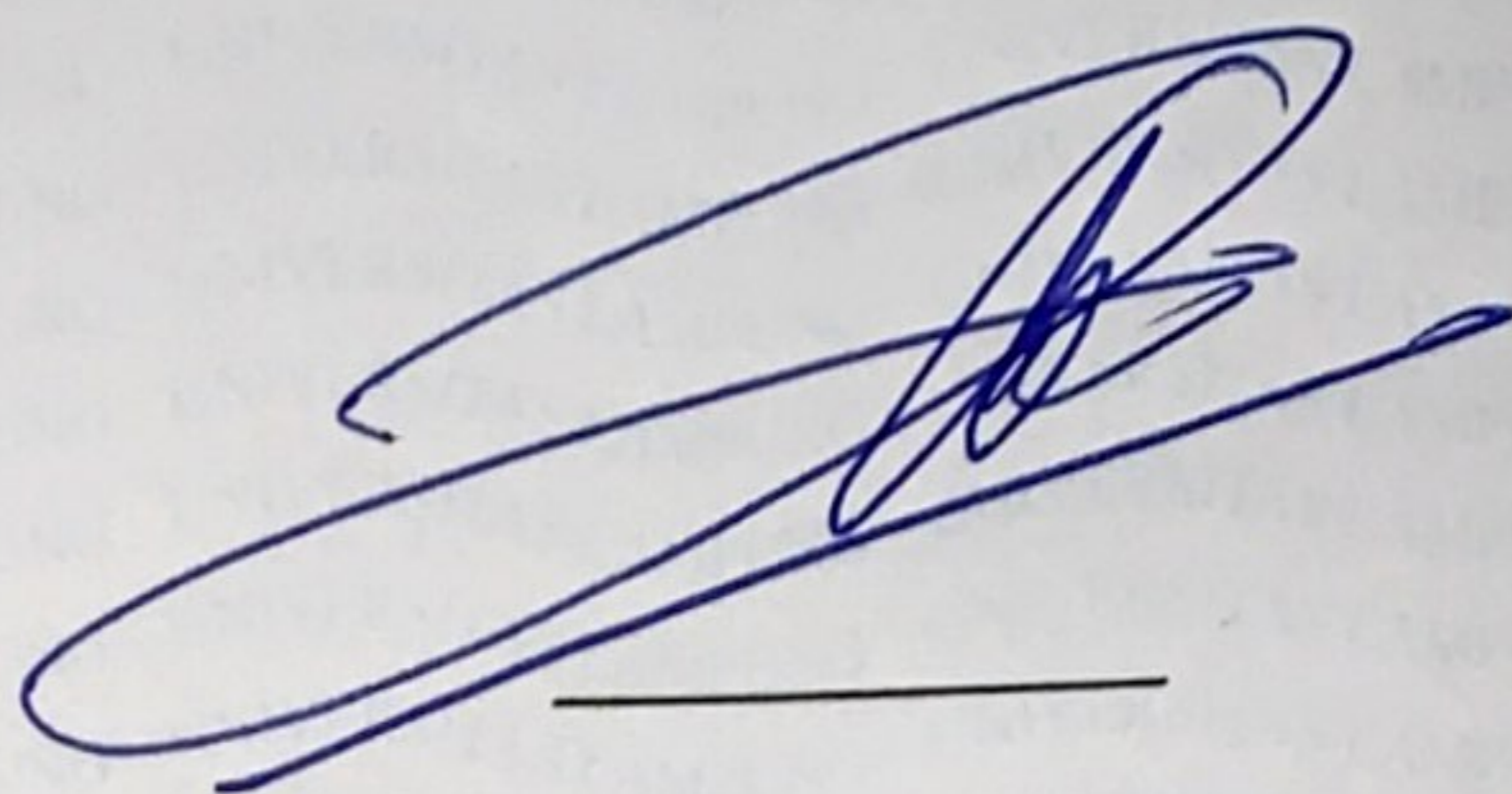NIP 198111182008122003

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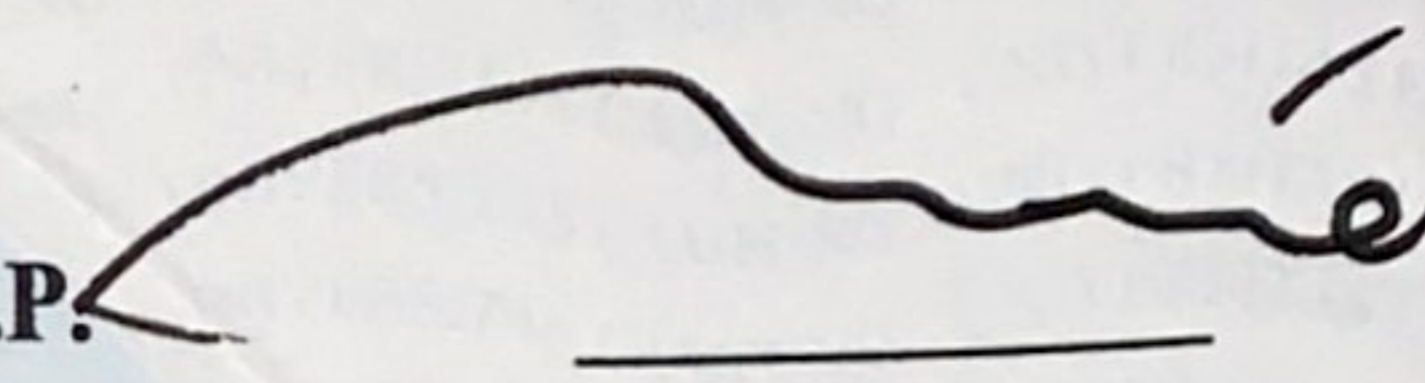NIP 196910031994031004

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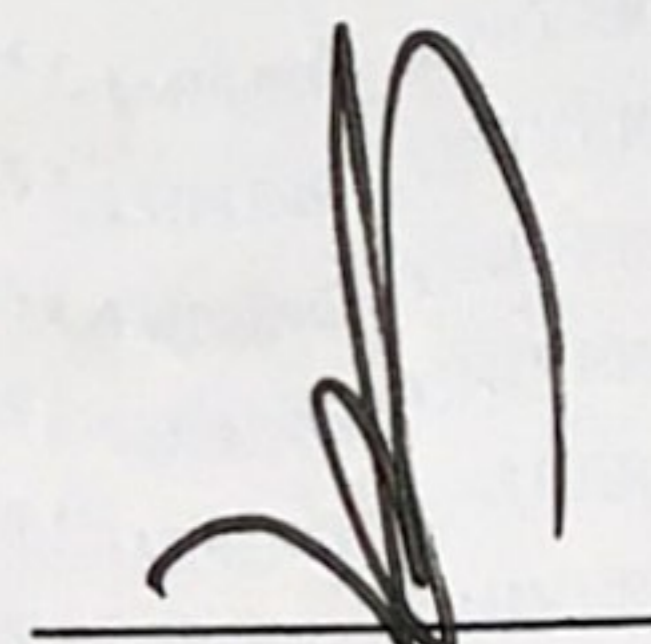
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Hereby declare that this thesis is separate from the work of other people who have
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LIFE HISTORY

The author was born in Jakarta on June 1st, 2001, as the last child of two siblings from the couple Mr. Sahid Sahabuddin S.H., M.Si. and Mrs. Lina Merliana, S.H. The kindergarten education was finished at TK Kartika IV-6 Malang in 2007, Elementary School education at SD Negeri 2 Sungai Langka in 2013, Junior High School education at SMP Negeri 4 Bandar Lampung in 2016, and Senior High School education at SMA Negeri 2 Bandar Lampung in 2019. The author was accepted at the Department of Agribusiness, Faculty of Agriculture, University of Lampung, in 2019 from Joint Selection for State University Admission (SBMPTN).

The author attended Agricultural Introduction Practices (*Homestay*) for seven days at Pekon Lugusari Pagelaran District, Pringsewu Regency, in 2020. The author conducted Community Service Program (KKN) at Kedamaian, Kedamaian District, Bandar Lampung City, for 40 days from January to February 2022. After that, from June to August 2022, the author conducted General Practices (PU) at UMKM Cipta Inti Aroma, Sukarame District, Bandar Lampung City.

The author has been a Lecturer Assistant for the Introduction to Economics (PIE) in the odd semester of 2021/2022 and an Assistant Lecturer in Econometrics in the even 2021/2022. The author was active as a member of field I, namely Academic and Professional Development in the Agribusiness Student Association of the Faculty of Agriculture (Himaseperta), University of Lampung in the period 2021 to 2022, Executive Secretary at the National Seminar with the theme "*The Role of Millennial Farmers in Developing Sustainable Agriculture for Food Security*" held by Himaseperta in 2021, Physical Marketing of Outcoming Global Volunteer of AIESEC in Unila in 2021, Accounting Manager of Finance, Governance, and Legality AIESEC in Unila in the period 2021 to 2022.

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A. Background and Problems

The agricultural sector is the dominant sector in national economic development. According to the Ministry of Agriculture of the Republic of Indonesia, the agricultural sector's contribution is also evidenced by the accumulated additional value in the 2013-2018 Gross Domestic Product (GDP), which reached IDR1,375 trillion. According to data from BPS (2021), the agricultural sector's contribution to Indonesia's GDP in 2020 reached 13,70 percent. In addition to contributing to national economic development, the agricultural sector also contributes to food menu diversity, significantly affecting people's consumption and nutrition (Fetra, Erfit, & Zamzami, 2021).

One of the agricultural subsectors that occupy an important position and have the potential to be developed is horticulture. Horticultural commodities in Indonesia are diverse, consisting of vegetables, fruits, ornamental plants, and medicinal plants. Developing the productivity of the horticulture subsector in Lampung Province is also inseparable from the role of vegetable commodities. Based on Gross Regional Domestic Product (GRDP), the horticultural contribution in 2019 in Lampung Province was 1,63 percent (BPS, 2021). The contribution of horticultural production in Lampung Province, especially in vegetables and fruits, can be seen in Table 1.

Table 1. Annual production of vegetables and fruits of Lampung Province by
Regency/City

Regency/City	Vegetables (thousand tons)				Fruits (thousand tons)			
	2018	2019	2020	2021	2018	2019	2020	2021
West Lampung	63,78	53,94	55,20	36,84	0,00	0,00	0,00	0,00
Tanggamus	8,12	8,21	8,07	6,22	0,00	0,00	0,00	0,09
South Lampung	38,05	37,63	29,32	23,84	0,84	1,95	1,42	1,51
East Lampung	7,01	9,53	8,13	8,25	0,75	1,05	1,40	0,90
Center Lampung	12,49	11,56	12,19	13,87	9,37	8,71	12,43	10,57
North Lampung	15,29	11,42	12,73	17,17	1,10	1,09	2,09	1,07
Way Kanan	1,45	1,28	1,45	2,25	0,07	0,27	0,03	0,03
Tulang Bawang	3,98	3,36	4,44	6,23	2,31	3,81	3,65	2,87
Pesawaran	17,71	15,89	6,17	10,54	0,00	0,00	0,00	0,26
Pringsewu	2,23	7,07	19,76	10,09	0,02	0,22	0,14	0,16
Mesuji	7,35	6,61	6,90	21,67	0,05	0,00	0,02	0,02
West Tulang Bawang	5,50	4,37	6,22	5,95	2,25	0,77	3,19	0,45
West Pesisir	2,29	1,44	1,91	2,07	0,69	0,65	1,06	0,86
Bandar Lampung	**0,31**	**0,40**	**1,17**	**2,32**	**0,00**	**0,00**	**0,00**	**0,00**
Metro	2,66	1,99	1,84	1,78	0,05	0,35	0,22	0,21
Lampung Province	**188,20**	**174,66**	**175,49**	**169,08**	**17,50**	**18,86**	**25,66**	**19,00**

Source: Data Processed (Badan Pusat Statistik Provinsi Lampung)

Based on Table 1, it can be seen that vegetable production dominates more
than fruit production. The highest vegetable production occurred in 2018,
totaling 188,2 thousand of tons, with the most significant contribution coming
from West Lampung. Bandar Lampung contributed the least vegetable
production due to the need for more availability of agricultural land in urban
areas. So that the distribution chain of agricultural products is often very long
and complex to the detriment of farmers and urban consumers (end-users),
where the role of the government is needed in maximizing the distribution of
agricultural products. Agricultural product marketing must be done carefully;
according to Austin & Brown (1994), agricultural products differ from
manufactured products. Vegetables in general, have more specific
characteristics including (1) agricultural products are perishable, (2) the
process of planting, growing, and harvesting is uncertain because it depends on
the climate and season, (3) the harvest has a fairly large shape and size (bulky)

and varies, (4) agricultural products that are not solid so difficult to handle (M. C. Alam, Utomo, Siregar, & Santoso, 2021).

In 2020 the government made policies related to preventing the transmission of covid-19, which affects the distribution process of agricultural products (Sembiring, Astuti, & Argo, 2022). The policy resulted in social distancing, where people were urged to limit outdoor activities and not interact nearby. So that during this pandemic, people need tools that make it easier to carry out various activities. The role of e-commerce as a platform for meeting all kinds of daily needs is increasingly in demand every year, especially during a pandemic. A study conducted by Rahardi, Azima, & Susilo (2021) stated that the use of e-commerce in buying and selling vegetables online could be a solution to problems that occur between buyers and vegetable traders where vegetable buyers can easily order and see the price of vegetables anywhere and vegetable traders can maintain the quality of vegetables that are easily wilted and can reduce prices.

Bejana.id is one of the service providers that sell high-quality vegetable products online for kitchen needs for Business to Business (B2B) and Business to Consumer (B2C) through websites and mobile applications. Different types of consumers cause the demands of Bejana.id products also to be different, ranging from types of vegetables, and affordable prices, to the accuracy of delivery. In addition, farmers are required to be able to supply vegetables that are in market demand. The company Bejana.id presents a solution to problems faced by farmers and vegetable consumers, ranging from limited market access for farmers to the problem of distribution of agricultural products in the supply chain.

Except for Bejana.id, in Bandar Lampung City, several companies offer similar services, especially in agricultural commodities. Procurement of raw materials is important in the production process so that the certainty of the availability of supply materials can be an obstacle or advantage owned by the company. As

an online vegetable-selling company that utilizes e-commerce, Bejana.id finds challenges, especially with vegetable e-commerce supply chain products. The most fundamental difference between the supply chain of agricultural products and other supply chains in e-commerce is the continuous and significant changes in the quality of vegetable products along the supply chain until the product reaches the hands of consumers. Lukman (2021) states that the supply chain must provide varied, quality, cheap, and timely products to win the market. In Bejana.id companies, the supply chain formed is based on demand from Bejana.id consumers. Types of products that are volatile in quality are challenging for Bejana.id in finding suitable raw materials suppliers. So that the relationship established between Bejana.id and raw material suppliers can affect the products consumed by consumers.

Generally, companies establish cooperation or partnerships with a group in their production activities. Bejana.id runs partnerships with vegetable farmers who act as suppliers of raw materials. Partnership in agriculture (contract farming) has become a necessity or dependent relationship, where the company needs farmer partners as the main raw material suppliers because the agricultural products from these farmers will be distributed to consumers, which will ultimately determine the reputation and existence of the company (Prabowo, 2020). Without a farming partner, the company will have difficulty providing the products requested by consumers, not to mention if the selling price received on the supply of raw materials is higher. Implementing partnerships in the company will affect the smooth running of the procurement, sales, processing, and marketing systems. In general, partnerships have a positive impact on partnering parties. The partnership pattern in Indonesia consists of various kinds with the same goal. The form of a partnership carried out by Bejana.id and farmer partners is based on the "Win-Win Solution" principle. The existence of agreements or agreements made based on joint decisions can be used as a reference in partnering.

Based on the description above, this research needs to be carried out to determine the supply chain management carried out at online vegetable companies Bejana.id, including measuring supply chain performance in delivering products without reducing the quality of vegetables at every level of the supply chain. This research can also detect problems that arise or may arise in the future, especially in management implemented by Bejana.id. Moreover, the existence of partnerships between supplier partners and Bejana.id will form a special relationship that refers to the partnership pattern, which will be the basis of reference in carrying out partnership activities.

B. Problem Formulation

Based on the description in the background, the problems that can be identified are as follows:

1. How does the supply chain management in Bejana.id company respond to consumer vegetable demand?
2. How does the supply chain performance based on the order's suitability and the average time of one transaction to the consumer?
3. How is the implementation of the ongoing partnership in the vegetable supply chain in Bejana.id?

C. Research Objectives

Based on the problem formulations, the research objectives are as follows:

1. Analyzing the supply chain management in Bejana.id company responds to consumer vegetable demand.
2. Identify the supply chain performance based on the order's suitability and the average time of one transaction to the consumer.
3. Analyzing the implementation of the ongoing partnership in the vegetable supply chain in Bejana.id.

D. Research Benefits

The benefits of conducting this research are as follows:

1. For Companies, this research is expected to provide information on the importance of an effective supply chain network so that companies can know their position in the market.

2. For Governance, this research can be used as a consideration for the Bandar Lampung City Government in determining appropriate policies for related companies.

3. For the Author, this research is expected to be used as a source of reference and input, especially agribusiness.

II. LITERATURE OVERVIEW

A. Literature Overview

1. Supply Chain Management

According to Ghofar, Sugandini, Ekawati, & Amalia (2020), the supply chain is defined as a network that facilitates and carries out the activities of product development functions, procurement of materials from vendors, movement of materials between facilities, manufacturing of products, distribution of goods to customers, and after-market support for sustainability. Meanwhile, according to Warella *et al.* (2021), the supply chain is defined as all activities that include and are related to the flow and transformation of goods from raw materials to end-users. The supply chain is an essential part of a company. The supply chain allows the movement of products in the flow because not all companies can procure raw materials, transform goods, and forward them to consumers.

Supply chain management (SCM) integrates critical functions and responsibilities to link essential business functions and businesses within processes and across the enterprise into a cohesive business and high-performance model (Ghofar *et al.,* 2020). The scope of the supply chain starts from all logistics management activities of manufacturing operations by leading to the coordination of processes and activities with and across marketing, sales, product design, finance, and information technology. Paksoy, Kochan, & Ali (2020) define SCM as managing the flow of materials, services, and information among supply chain members

(suppliers, manufacturers, retailers) along the supply chain. Previously in traditional supply chain management, companies faced various challenges ranging from reducing costs, improving efficiency, ensuring coordination, and managing uncertainty. With the advancement of technology, companies are directed to integrate technological developments with the supply chain to maintain a competitive advantage.

The supply chain is the flow of goods, information, and finance. Naftalin (2015) divides the supply chain into four flows, namely:

1. The flow of goods starts from raw materials upstream of the supply chain to the final product downstream of the supply chain.
2. Information flow is related to information on demand for goods, forecasting, scheduling and production of goods, and product design information. The direction of information can be two-way, from upstream and from downstream.
3. Financial flow is a flow that comes from one source, namely, the end consumer.
4. Commercial flow is the transfer of ownership from one company to another. Commercial flow occurs when goods are moved by more than one company in the supply chain.

In SCM, several actors have interests, namely suppliers, manufacturers, distributors, retailers, and customers (Anggasasi, 2015). Organizational relationships in the supply chain can be seen in Figure 1.
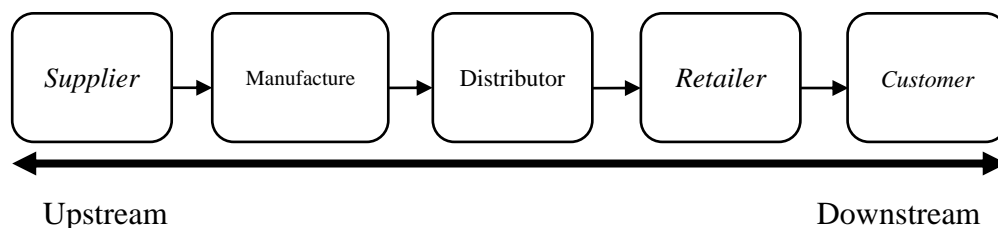
Figure 1. Illustration of the relationship between parties in the supply chain.

Based on Figure 1, the supplier is the first network where the goods distribution chain will begin. These first goods are raw materials, auxiliary materials, merchandise, and spare parts. The number of suppliers in the supply chain can consist of one or more. Agricultural supply chain suppliers include manufacturers and middlemen. Manufacturing is the second party that plays a role in making, fabricating, assembling, converting, or finishing goods. In agricultural supply chains, manufacturers are processors of agricultural products that add value to commodities. There is usually a supplier partnering relationship between manufacturers and suppliers because it has the potential to benefit both parties. Distributors are those who distribute goods to consumers. Distributors, also known as wholesalers, will then distribute smaller quantities to retailers. Retailers act as warehouses, where large traders usually already have their warehouse facilities, or if not, they can also rent from other parties. The warehouse is a place to stockpile goods before they are distributed to retailers. This chain can achieve efficiency by saving inventory and warehouse costs. The final part is the customer, where the supply chain will stop when the goods arrive at the direct user.

SCM implementation has three main objectives: cost reduction, capital reduction, and service improvement. These three things can be achieved by minimizing logistics costs, such as selecting transportation tools or models, warehousing, and service standards that reduce costs. In addition, SCM facilitates the process of making decisions quickly by supply chain actors. According to Adinugroho (2010), several things need to be managed in SCM, among others:

a. Partner Selection

It relates to the procedures and conditions used in selecting cooperation partners and their practices in the field. In addition, the process of partnership formation and how it is practiced in the area.

b. Contractual Agreement and Transaction System

Relating to the form of contractual agreement agreed to establish a cooperative relationship accompanied by a transaction system that will be carried out between the various cooperating parties.

c. Government Support

This relates to the government's role as a policy-making party in regulating and supporting processes along the supply chain.

d. Supply Chain Collaboration

In terms of coordinating cooperation in a vegetable supply chain.

2. Vegetable Commodity

Horticultural commodities include vegetables, fruits, nuts, and spices (BPS, 2022). Vegetables are agricultural commodities that are widely consumed by people all over the world. Eating vegetables is vital to maintaining health; healthy food is needed to maintain a healthy body. Healthy food must contain complete nutritional elements: carbohydrates, vitamins, minerals, protein, fat, and water. The content can be obtained from vegetables. Vegetables contain many dietary aspects of minerals, vitamins, and water. Vegetables are often used as a source of protective substances. Protective substances can help regulate body organs and protect the body from various diseases. Vegetables can be divided into two, namely colored vegetables and colorless vegetables. In terms of efficacy, colored vegetables have more benefits than colorless vegetables. Vegetables can come from a plant's leaves, flowers, fruits, young shoots, seeds, roots, or tubers. Food ingredients from vegetables are proven to contain much fiber, which is helpful for the health of the body (Maryoto, 2008).

Vegetables are then also divided into several types, which are very widely circulated in the market. According to Nurainy (2018), in general, vegetables can be classified based on four, namely:

1. Classification based on organs consumed

   a. Leaves: cabbage, Bok choy, lettuce

b. Stems: asparagus, kale, broccoli

c. Seeds: capri beans

d. Fruit: tomato, eggplant, cucumber

e. Organs in the soil: potatoes, carrots, radishes, onions

2. Classification based on the cultivation method

Vegetable crops generally similar in cultivation method and have the same pests and diseases are classified into one group.

3. Classification based on growing conditions (temperature)

Based on the optimum growth temperature, vegetables can be divided into two groups, namely the hot climate vegetable group and the cold climate vegetable group. The chilly climate vegetable group requires a temperature of $10 – 18\ °C$ during most of its growth period. Meanwhile, the hot climate vegetable group requires an average temperature of $18 – 30\ °C$ during most of its growth and development and is generally intolerant of cold temperatures.

4. Botanical classification

Classification of vegetables based on botany is based on the relationship of plant kinship, as seen from the diversity of flower structure, as the main criteria for the classification of vegetable crops, but also based on morphological diversity between plants. Generally, the vegetable grouping will be more practical if it starts from the family.

Apart from their type, vegetables have different properties from other agricultural commodities. According to Adinugroho (2010), the properties of vegetables can be explained as follows:

1. Vegetables are not seasonal crops, so vegetables can be cultivated at any time if the growing conditions are met.

2. Has a high risk. Like agricultural commodities, vegetables rot quickly, so over time, the vegetables sold experience a price decrease, decreasing in price until they are of no value.

3. The capital turnover is fast, with a shorter production time and market demand that never stops because people need vegetables daily.

4. Due to their perishable and short-lived nature, the production location is usually close to consumers. This situation is very beneficial because it can reduce transportation costs.

3. E-Commerce

Internet utilization in business is better known as "electronic commerce". Electronic commerce (e-commerce), according to Laudon & Laudon (2009), is defined as a process of selling and buying products from consumers to companies with computers as business intermediaries. E-commerce reduces administrative costs and business process cycle time and improves relationships with business partners and customers. E-commerce is a new approach in the business world electronically and using networks and the internet. E-commerce first appeared in Indonesia in 1994, where e-commerce only displayed products, but transactions still needed to be done directly or cash on delivery (COD). The influence of e-commerce increased along with the development and broader spread of the Internet in 2015 (Pradana, 2015).

According to data (APJII, 2022), the level of internet contribution by island shows that Sumatra Island has a gift of 16,63 percent, the second largest after Java Island at 43,92 percent. The Internet has changed various aspects of Indonesian life, including marketing. The growth of internet technology in marketing has made the current business borderless and timeless (Widiyanto & Prasilowati, 2015). Especially in agriculture in Indonesia, marketing patterns have shifted from traditional to modern marketing.

This online business innovation is fresh air, especially for consumers in dealing with limited circumstances and minimizing product transaction costs. For example, in shopping activities, people tend to fulfill their needs through e-commerce which can offer practicality and save more time.

According to data from BPS (2021), the needs sold the most in 2020 were the food, beverage, and food ingredients group, which amounted to 40,86%. Not only the food group, the needs of the fashion group and households are also widely sold from e-commerce. The increase in transactions by e-commerce has also been predicted by Bank Indonesia (2021), which states that the value of e-commerce transactions is expected to reach IDR530 trillion. The Director General of Informatics Applications of the Ministry of Communication and Information, Septriana Tangkary (2019), stated that the growth in the value of Indonesia's e-commerce reached 7,8%, which is the highest in the world (Puji Lestari, Aji Prakoso, Juliprijanto, & Ekonomi, 2021).

In e-commerce or e-business, several types of interactions are then distinguished according to the actors and business objectives. These types and characteristics consist of B2C (Business to Consumer), B2B (Business to Business), C2C (Consumer to Consumer), C2B (Consumer to Business), B2G (Business to Government), and G2C (Government to Consumer) (Pidada, 2020).

According to Pidada (2020), B2B is a product market for other companies, governments, or institutions for the company's operational needs, such as raw materials for production or resale. B2B is a transaction that can be done electronically or conventionally between one company and another. B2B involves one company as a seller and another as a consumer.

According to Purwaningtias, Nasihin, & Arizona (2020), B2C is a business that occurs and is carried out by various parties. In the B2C model, the seller or company acts as a producer while the buyer is a consumer who will use the product for his own needs. A significant difference between B2B and B2C is the partnership. In the B2C transaction process, producers are not obliged to maintain a partnership relationship with consumers, so the

relationship between producers and consumers is informal. The advantages of implementing B2C are as follows:

1. For the company
   a. Can promote their products widely.
   b. Can serve transactions for 24 hours without being disturbed by holiday time.
   c. Can directly interact with consumers without intermediaries.
   d. Can minimize costs incurred
2. For consumers
   a. Can make purchases easily.
   b. Have many choices and time to determine the preferred one.

In addition to the advantages, there are also disadvantages of B2C business, which are as follows:

a. We cannot see the ordered product directly and examine it further.
b. Products we see on the website sometimes do not match the original. This means there are differences in shape, color, and size.

Explanations related to forms of interaction in e-commerce will be further explained in Table 2.

Table 2. The form of business interactions

No.	Name	Explanation
1.	B2B (*Business to Business*)	Business transactions between business actors and other business actors. Can be a specific agreement that supports the smooth running of the business.
2.	B2C (*Business to Consumer*)	Activities carried out by producers to consumers directly.
3.	C2B (*Consumer to Business*)	A business model where consumers create and shape the value of business processes.
4.	C2C (*Consumer to Consumer*)	Business activities (sales) carried out by consumers to other consumers.
5.	B2G (*Business to Government*)	Occurs between businesses and government agencies.

Table 2. (continued)

No.	Name	Explanation
6.	G2C (*Government to Consumer*)	People who act as consumers are facilitated in reaching the government so that daily services run easily.

Source: Pradana, 2015

4. Supply Chain Operations Reference (SCOR)

SCOR is an analytical tool model developed by the Supply Chain Council (SCC) to measure the performance of a company's supply chain. SCOR can be used as a management tool covering raw material suppliers to end consumers. Performance measurement in a supply chain requires certain criteria. There are five performance attributes included in the external and internal performance; reliability, responsiveness, flexibility (agility), management costs (cost), and asset management efficiency (assets) (Kinding, Priatna, & Baga, 2019). According to (SCC, 2010), supply chain performance attributes can be seen in Table 3.

Table 3. The attributes of supply chain performance

Performance	Attribute of Performance	Definition	Key Performance Index (KPI)
External	Supply Chain Reliability	The company's ability to perform work as expected; on time, in the right quality and in the right quantity.	a. Perfect Order Fulfillment
	Supply Chain Responsiveness	The time it takes for the supply chain to respond when there is a change in order or an unexpected order, either an increase or decrease in order quantity without any penalty costs (days).	Order fulfillment cycle time.
	Supply Chain Agility	Speed in performing work	a. Flexibility b. Adaptability
Internal	Supply Chain Costs	Costs associated with operating the supply chain	a. Supply chain management cost b. Cost of Goods Sold
	Supply Chain Asset Management	Effectiveness of the company in managing and supporting demand satisfaction.	a. Cash-to-Cash Cycle Time b. Return on Fixed Assets

Source: SCC, 2010

Talking about attributes in the concept of supply chain performance can be seen from two points of view, namely from the point of view of the consumer and the point of view of the supplier. External performance is an attribute focused on consumers, while internal attributes focus on the company. Time is a tangible service the company provides for consumers, while time is a seller's cost.

According to (Bolstorff & Rosenbaum, 2007), after each supply chain performance matrix is measured and calculated, the resulting values are compared to the Superior FoodSCOR card as the benchmark value. The benchmark used in this study combines SCC provisions and supply chain measurements of companies in a competitive environment (Apriyani, Nurmalina, & Burhanuddin, 2018).

Benchmark consists of three levels: parity, advantage, and superior. Parity is the lowest value classification, an advantage is the medium value classification, and superior is the highest value classification targeting the effectiveness of a supply chain performance. Data in the superior category is obtained from the 90 percent of organizations with the best scores for each matrix (Bolstorff & Rosenbaum, 2007). The criteria for achieving supply chain performance can be seen in Table 4.

Table 4. The average score of supply chain performance at supplier partner

Indicator and Matrices SCOR	Benchmarking		
	Parity	Advantage	Superior
Reliability			
Delivery performance (%)	85,00-89,00	90,00-94,00	$\geq 95,00$
Perfect order fulfillment (%)	94,00-95,00	96,00-97,00	$\geq 98,00$
Standardized Product (%)	80,00-84,00	85,00-89,00	$\geq 90,00$
Agility			
Flexibility (Hour)	1.008-648	624-264	≤ 240
Responsiveness			
Lead time order fulfillment (Hour)	168-144	120-96	≤ 72
Order fulfillment cycle time (Hour)	192-168	144-120	≤ 96

Source: Bolstorff & Rosenbaum, 2007

5. **Partnership**

A business partnership is a form of cooperation between small businesses (including farmers and fishermen) and businesses with different levels of ability (medium and large) but have the same goal: obtain better income. A partnership can also be defined as a business strategy by two or more parties within a certain period to achieve mutual benefits, with the principle of mutual need and improvement. The success of the business strategy is largely determined by the compliance of the partnering parties in carrying out business ethics. A partnership is a form of cooperation between the company and other parties that support the development of the company (Zakaria, 2015).

Agricultural conditions in Indonesia are faced with the problem of limited land tenure, adequate cultivation technology, and limited capital owned by farmers. Limited access for farmers to market information is also the background for the emergence of agricultural partnerships (contract farming/partnership). The objective of implementing an agricultural partnership is a "Win-Win Solution/Partnership", which means a mutual benefit, even though the parties in the partnership do not have the same capabilities and strengths. Activities in partnerships are more focused on equal bargaining positions based on their respective roles (A. Alam & Hermawan, 2017).

The partnership pattern is a strategy that can be used to improve the performance of agribusiness actors, especially farmers/small entrepreneurs. Business partnerships will generate efficiency and energy from resources owned by partnering parties and benefit both parties (A. Alam & Hermawan, 2017). The development of partnerships in Indonesia has resulted in several partnership patterns, as described in the Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small and Medium Enterprises and the Government of the Republic of Indonesia

Number 44 of 1997 concerning Partnerships which include Core-Plasma,
Subcontracting, Franchising, Common trading, Distribution and Agency,
other forms of partnership (Dwijatenaya & Raden, 2016)

According to Dwijatenaya & Raden, (2016) agribusiness partnership
patterns that are commonly used in Indonesia are as follows:

1. Core-Plasma Pattern

   This pattern makes the company the core and groups of farmers or Micro
   and Small Enterprises as plasma. Generally, the core company will
   provide land capital, production facilities, technical guidance,
   management, and so on. Meanwhile, the plasma company is responsible
   for fulfilling the needs of the nucleus company, such as labor with an
   agreed contract. This pattern is commonly practiced by plantation
   companies that provide large land areas.
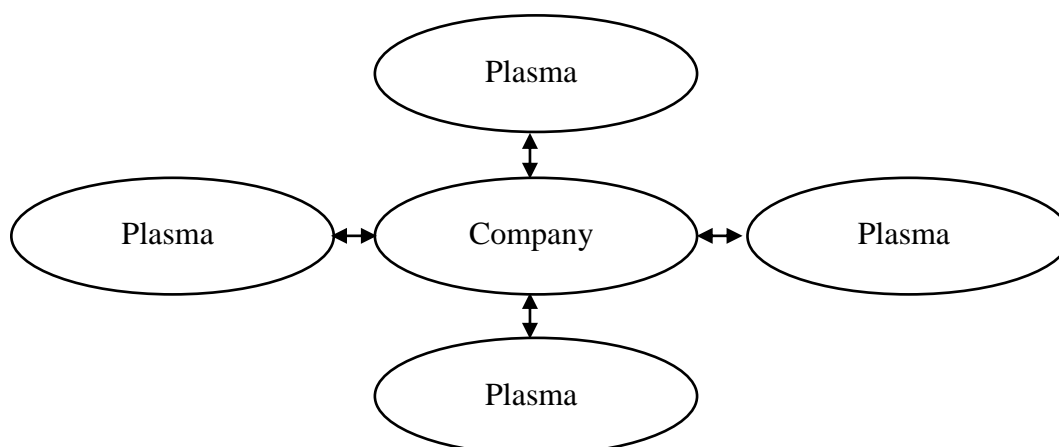
Figure 2. Core-plasma partnership pattern.
Source: (Sumardjo, Sulaksana, & Darmono, 2004)

   The advantages of the core-plasma pattern include the creation of a
   mutually dependent and beneficial relationship, an increase in business,
   and could encourage economic development. The disadvantages of this
   pattern include the plasma party being less able to understand its rights
   and obligations because there is no contract, the core company's
   commitment is still considered lacking in its obligations to the plasma

party, there is no third party that acts as an arbitrator in dealing with irregularities that occur in the implementation of the partnership.

2. Subcontract Pattern

The Subcontracting pattern is a partnership pattern in which the partner group is tasked with producing components that the partner company needs as part of its production (Zakaria, 2015). An example is a company that produces tires for car companies. The advantage of the subcontracting pattern is that it allows for agreements covering volume, price, quality, and time that are beneficial for transferring technology, capital, and skills and ensuring product marketing. The disadvantages of this pattern are that the partnership tends to isolate small producers and lead to a monopoly in the supply of raw materials and marketing, a reduction in the value of the partnership, and leads to an emphasis on price, strict quality control, and the possibility of labour exploitation.
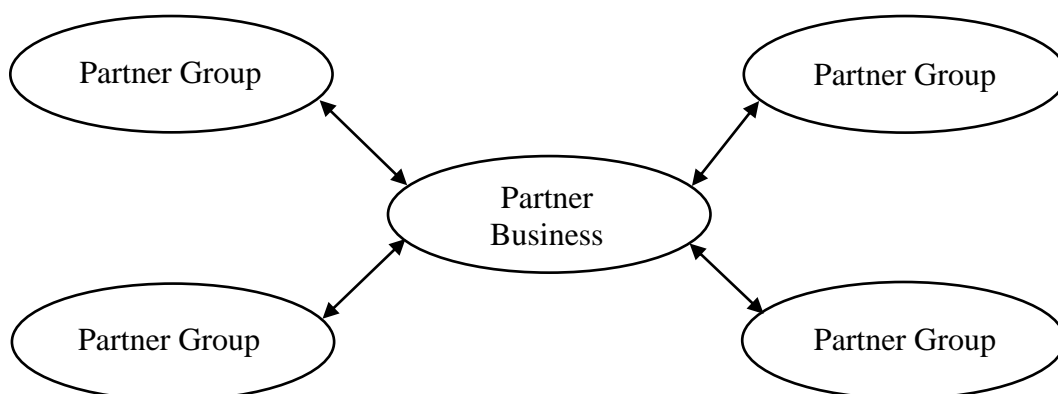
Figure 3. Sub contract partnership pattern.
Source: (Sumardjo *et al.,* 2004)

3. Common Trade Pattern

In this pattern, the partnership relationship between the partner group and the partner company in which the partner company markets the production of the partner group or the partner group supplies the needs of the partner company. This pattern of partnership emphasizes the marketing aspect. So that the partner group is not related to marketing and only acts as a supplier of raw materials or marketed products. Meanwhile, the partner company acts as a marketing party, the partner

company receives products from the partner group and then markets the products to consumers. The advantage of this pattern is that the partner group benefits because it does not need to bother marketing the results to consumers. The disadvantages are that in practice, the price and volume of products are often determined by the entrepreneur unilaterally, and the trading system often turns into a form of consignment.
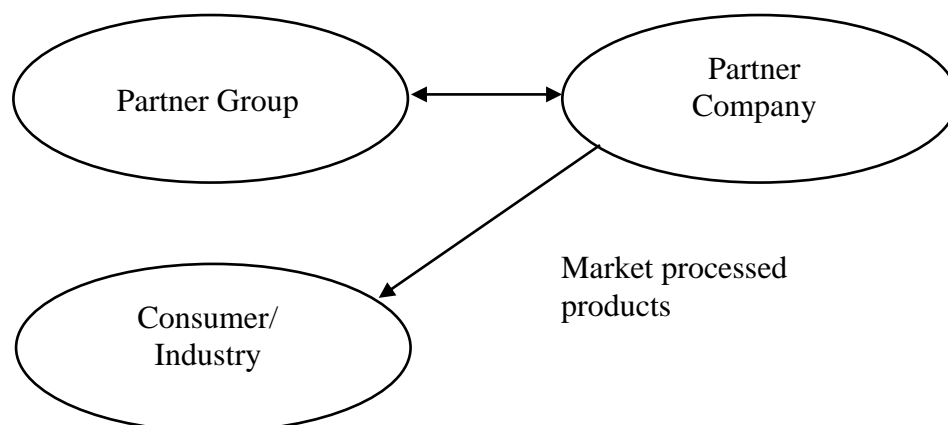
Figure 4. Common trade partnership pattern.
Source: (Sumardjo *et al.,* 2004)

4. Agency Pattern

In this pattern, the partner group is given special rights to market the goods and services of the partner company. The partner company is responsible for the volume and quality of the products, while the partner group is obliged to market the products. The agreement is an agreement on the target that must be achieved and the fee or commission received by the marketer. The advantage of the agency pattern is that it can be implemented by small entrepreneurs who lack strong capital because it uses a consignment system. Meanwhile, the disadvantages are that the partner group determines the product's price so that consumers receive a high price, and the partner group often markets products from only a few business partners so it is lacking in market segmentation.
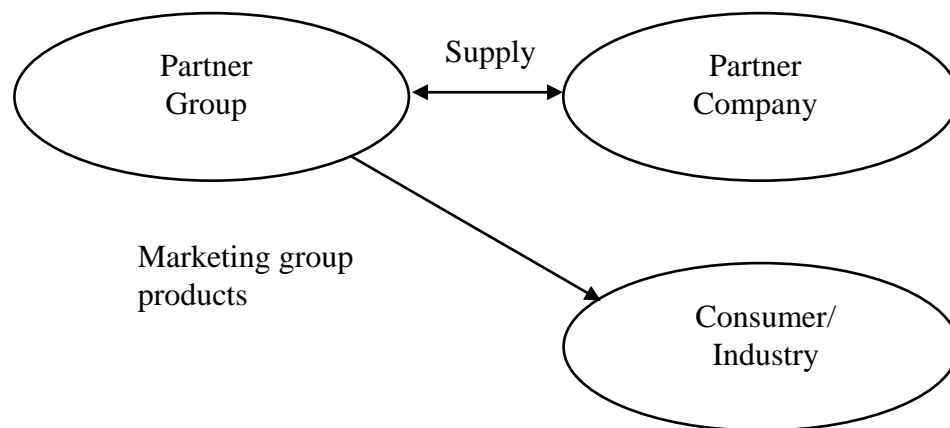
Figure 5. Agency partnership pattern.
Source: (Sumardjo *et al.,* 2004)

5. Agribusiness Operational Cooperation Pattern (AOC)

The AOC pattern is a partnership in which the partner group provides land, facilities, and labor, while the partner company provides the costs associated with cultivating an agricultural commodity. In addition, the foster company also acts as a market guarantor by increasing the product's added value through processing and packaging. The advantages of the AOC pattern are almost the same as the Core-Plasma pattern where:

a. There is interdependence and mutual benefit.

b. Business improvement is achieved.

c. It can encourage economic development.

While the shortcomings of the AOC pattern are:

a. The profits of large companies are too large so it is considered unfair.

b. Large companies tend to be monopsony to minimize the profits of small entrepreneurs.

c. There is no third party that plays an effective role in mediating.
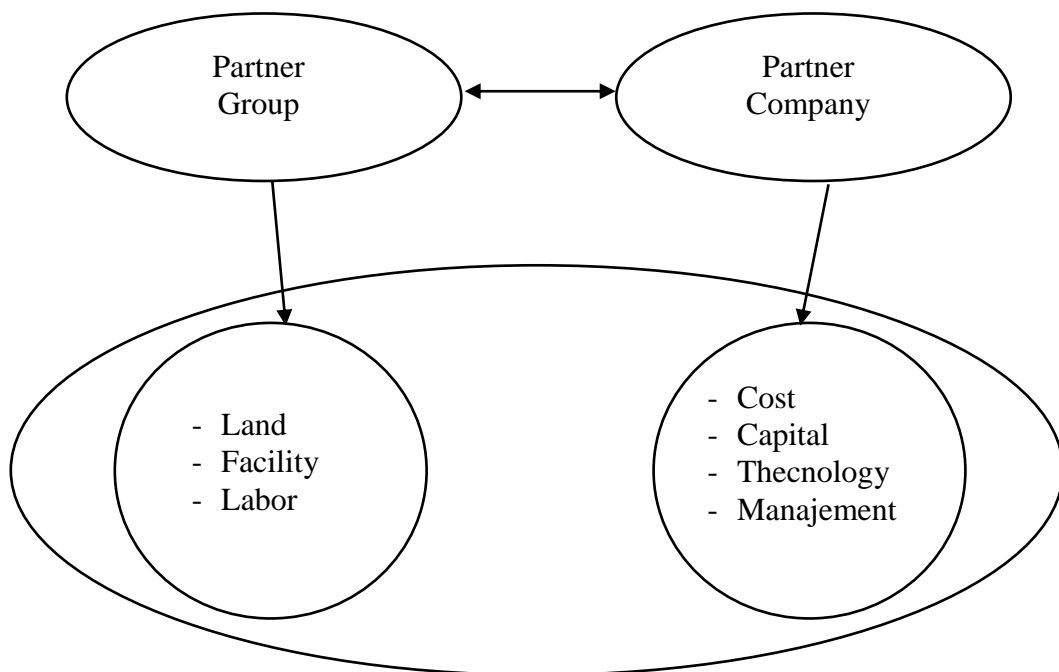
Figure 6. Agribusiness operational cooperation partnership pattern.
Source: (Sumardjo *et al.*, 2004)

B. Related Studies

This research uses several references consisting of journals or theses of previous research. According to Adinugroho (2010), vegetable supply chain management involves at least three parties, suppliers, companies, and consumers. The research conducted by Adinugroho (2010) involved farmers as vegetable suppliers, Frida Agro as a product packaging company, and supermarkets as marketing parties so that supply chain management runs smoothly. The flowing movement in the supply chain in the research conducted by Adwiyah (2017) is also by Adinugroho (2010) where the flow of products/goods moves from upstream to downstream, while the flow of money moves the other way around from downstream to upstream, and for the flow of information moves both ways from upstream to downstream and vice versa. The supply chain performance assessment can use the SCOR method. Using the SCOR method will create a quantitative value that states the position or level of a company's supply chain performance, starting from the highest level

of superior, advantage, and the lowest level of parity. The scope of discussion of this research will also lead to supply chain performance, where supply chain performance can be used as an indicator of the effectiveness of the supply chain formed, whereas the vegetable supply chain itself, especially for e-commerce, has a different form because the number of parties involved and the flow contained in the supply chain will affect the quality of marketed vegetables. Research conducted by Alim, Retnoningsih, & Koestiono (2018) shows that organic supply chain management runs poorly if the supply chain is too long, so the coordination and performance created are even worse.

Apart from vegetable supply chain management that needs special attention, the partnership relationship between partners also dramatically affects the quality of vegetable products delivered. In research conducted by Lestari, Berliana, & Noer (2019), it is said that the existence of a form of partnership can be one of the steps in maintaining the quality of vegetable supply raw materials because the agreement in providing cultivation techniques and capital is also a guarantee for partners to produce quality vegetable supplies. The similarity of the research to be carried out with several other previous studies is on the issue of vegetable supply chain management, while the difference is that the Bejana.id company uses e-commerce as a means of marketing its products and the types of partners who are its vegetable suppliers so that the supply chain management carried out and the partnership patterns formed will be quite different from traditional marketing and partnerships in general. Some of the previous research listed related to supply chains and partnerships as well as similar analytical tools with the research to be carried out can be used as a basis for determining the framework of "Analysis of Supply Chain Management and Partnership Patterns in Online Vegetable Company (Case Study at Bejana.id)" a summary of some research can be seen in Table 5.

Table 5. Previous studies

No.	Author and Year	Research Title	Objectives	Methods	Result
1.	(Adinugroho, 2010)	Vegetable Supply Chain Management (Case Study: Frida Agro, Lembang District, West Bandung Regency).	1. Identify and assess the vegetable supply chain management at Frida Agro. 2. Analyze supply chain performance in partnership.	1. Descriptive analysis Food Supply Chain Network (FSCN). 2. Quantitative analysis (attribute suitability analysis).	1. Vegetable supply chain management involving farmers, Frida agro, and supermarkets is not integrated. 2. Partnership attributes considered to have good performance are information disclosure, commitment to cooperation and quality of vegetable products.
2.	(Adwiyah, 2017)	The Application of Supply Chain Management (SCM) On Horticultural Products (Organic Broccoli) to Modern Retailers.	1. Identify and assess the supply chain management of broccoli products.	1. Descriptive analysis Food Supply Chain Network (FSCN).	1. Supply Chain Management (SCM) using the FSCN framework analyzes several aspects for modern market consumers, namely chain objectives, chain structure, chain management, chain business processes and supply chain analysis.
3.	(Alim *et al.*, 2018)	Supply Chain Management Performance Apple Chips in Small Industries in Batu City.	1. Knowing the achievement of supply chain performance in the Apple Chips Small Industry in Batu City.	1. Qualitative descriptive analysis and SCOR methods.	1. Organic supply chain management has not been running well because the supply chain is still too long.
4.	(Apriyani *et al.*, 2018)	Evaluation of Organic Vegetable Supply Chain Performance with the Supply Chain Operation Reference (SCOR) Approach.	1. Analysis supply chain performance of organic vegetables.	1. Analysis method (SCOR) with internal and external attributes.	1. The performance of the organic vegetable supply chain in the attributes of responsiveness and flexibility has reached the best performance position. The reliability attribute of order fulfillment at the farm level has reached the best performance position, but at the company level it only reaches the parity position.
5.	(Asror, Tain, & Amir, 2022)	Measurement of Supplier Performance in the Organic Vegetable Supply	1. Knowing the flow of organic vegetable supply chain at CV. Kurnia Kitri Ayu	1. Qualitative descriptive analysis. 2. Quantitative analysis with Delivery	1. The flow of organic vegetable products starts with partner farmers, KWT, Kurnia Kitri Ayu Farm, Baby Care, and distributors. The financial flow is inversely proportional to the product flow.

Table 5. (continued)

No.	Author and Year	Research Title	Objectives	Methods	Result
		Chain Using the SOCR (Schedule Order To Customer Request) Approach (Case Study: CV. Kurnia Kitri Ayu Farm Malang).	Farm. 2. Analyzing the level of performance of organic vegetable suppliers (KWT and CV. Kurnia Kitri Ayu Farm).	performance SOCR analysis approach.	The flow of information moves from partner companies to CV. Kurnia Kitri Ayu and then to suppliers and vice versa. 2. KWT Anggrek supplier performance level with a percentage of 89.53% (very good). KWT Melati Wangi has a performance level of 66.63% (low). While the SOCR value of CV Kurnia Kitri Ayu Farm as a supplier is 96.73% (very good).
6.	(Kinding *et al.*, 2019)	Vegetable Supply Chain Performance with the SCOR Approach (Case Study: Al-Ittifaq Islamic Boarding School in Bandung Regency).	1. Analyzing the performance of the Al-Ittifaq vegetable supply chain for each of its members in order to achieve common goals.	1. The analysis used is the SCOR model with the foodSCOR card comparison.	1. Internal performance measurements in the supply chain at all levels at the attributes of responsiveness and agility reached a superior position. The performance of the Al-Ittifaq vegetable supply chain at the reliability attribute on standard conformance performance is still at an advantage, while on delivery and order fulfillment performance it is already in a superior position.
7.	(Lestari *et al.*, 2019)	Patterns of Partnership Implementation of PT Prepared Vegetables with Farmer Business Partners.	1. Analyzing the partnership pattern at PT JKL. 2. Analyzing the partnership steps at PT JKL. 3. Explain the partnership agreement	Qualitative descriptive analysis.	1. The partnership pattern applied by PT JKL is Agribusiness Operational Cooperation (AOC). 2. The steps of PT JKL's partnership consist of finding prospective suppliers, surveying prospective partners, socialization and contract agreements, sending seeds, counseling, harvesting, receiving products from farmers and the payment process. 3. The contract that is carried out is appropriate.
8.	(Nurcahyo, 2015)	Patterns of Partnership between YBSB and Production Partner Farmers in Increasing Organic Vegetable Farming Income	1. Identify socio-economic characteristics. 2. Analyze partnership patterns. 3. Analyzing income levels.	1. Descriptive analysis. 2. Analysis of Rank Spearman.	1. The highest social factor is age 41-50 years (62.50%). Economic factors land area (0.05-0.1 Ha by 50%). 2. Partnership patterns include dissemination of cultivation techniques, lending production facilities, increasing production yields, and marketing.

Table 5. (continued)

No.	Author and Year	Research Title	Objectives	Methods	Result
		(Case in Tugu Village, Cisarua District, Bogor Regency).	4. Analyzing the relationship between partnerships and farmers' income.		3. The highest income from chicory commodity is IDR4,727,577. 4. The spread of cultivation techniques and marketing is related to the income of partner farmers.
9.	(Riyadi, 2021)	Partnership between CV Tani Organik Merapi (TOM) and the Merapidi Organic Farmer Group in Cangkringan Sleman.	1. Assess the partnership process. 2. Examine the principles of partnership. 3. Examine the partnership pattern.	Qualitative descriptive analysis.	1. The partnership process is carried out from the cooperation agreement to the deposit of crops to TOM. 2. The principles of partnership have all been met (equality, transparency, result-oriented, responsibility, and complementarity). 3. The partnership pattern formed is the Agribusiness Operational Cooperation (AOC) pattern, but still has several sub-contract patterns.
10.	(Yulianjaya & Hidayat, 2016)	Patterns of Partnership between Chili Farmers and Outside Juragan (Case Study of Partnership in Kucur Village, Dau District, Malang Regency).	1. Describe partnership patterns 2. Understand how the juragan maintains a good relationship. 3. Explaining why chili farmers in Kucur Village choose to partner. 4. Analyze the income distribution between the partner farmers and the juragan.	1. Descriptive analysis. 2. Farm income analysis. 3. Income analysis.	1. The pattern of partnership between anchor from outside the village and partner farmers in Kucur Village tends to follow the pattern of agribusiness operational cooperation (AOC). 2. The anchor maintains the relationship by communicating interactively and building a good cooperation system with his partner farmers. 3. The reason why farmers choose to partner with Mrs. RST is because their farming capital needs are fully met by Mrs. RST. 4. In the 2015/2016 growing season, the farm income of farmers who partnered with Ms. RST in Kucur Village reached IDR35,100,558/ha. Meanwhile, the income of Ms. RST reached IDR4,912,428/ha.

C. Framework Used

Nowadays, people know the importance of vegetable consumption for their daily needs. Bejana.id is a digital market platform that serves consumer demand related to agricultural products, especially horticulture. Bejana.id focuses on selling its services to B2B and B2C consumer groups. The B2B group consists of hotels, restaurants, and cafes (HoReCa) that require fresh vegetable products in large quantities and a fairly diverse variety. At the same time, B2C consumers are household consumers who need vegetable products with high quality and affordable prices. Still, both have in common that they prioritize practicality and efficiency in meeting needs.

Both types of consumers have different preferences for products and services. Consumer preferences can be interpreted as individual tastes that ultimately result in a purchase decision for a product. Consumer preferences can be challenging for Bejana.id to provide appropriate services. Service quality is a series of activities employees provide for consumers, providing services intended to solve consumer problems and fulfil consumer desires due to service performance by consumer expectations.

The first service quality at Bejana.id can be seen from the time of fulfilling consumer needs. The faster the needs are met, the better the company's service quality. Apart from time, product quality is also essential, so the company needs to consider partnership relationships with raw material suppliers. According to Lukman (2021), the role of suppliers is crucial in determining the performance of the company's supply chain. In determining suppliers, each company has considerations or conditions that need to be met because this will be related to the time of receipt of products by consumers, which is also included in service quality. Supply chain performance measurement uses the SCOR model because this model can assess the dimensions of the supply chain as a whole. Supply chain performance is measured using the attributes of

reliability, agility, and responsiveness to determine the average time required to fulfil vegetable orders to consumers.

The flow of goods followed by information and finance flow from one place to another will create a supply chain. The SCM concept is widely used to achieve competitive advantage among businesses. Therefore, Irawan (2008) argues that the most crucial step in SCM is to build communication and trust in each supply chain member. Partnerships can strengthen communication and trust relationships between supply chain members. The pattern of agribusiness partnerships in Indonesia consists of various kinds, adjusted to the objectives of each party to create benefits for the company without harming other partners. Partnership analysis focuses on the game's functions, roles, patterns, and rules in partnering with farmers or traders. The analysis method that will be used to analyze SCM and partnerships is the descriptive analysis method. This method will describe the supply chain management and partnership carried out by the Bejana.id company with supply partners. The following flow chart of thinking in the research can be seen in Figure 7.
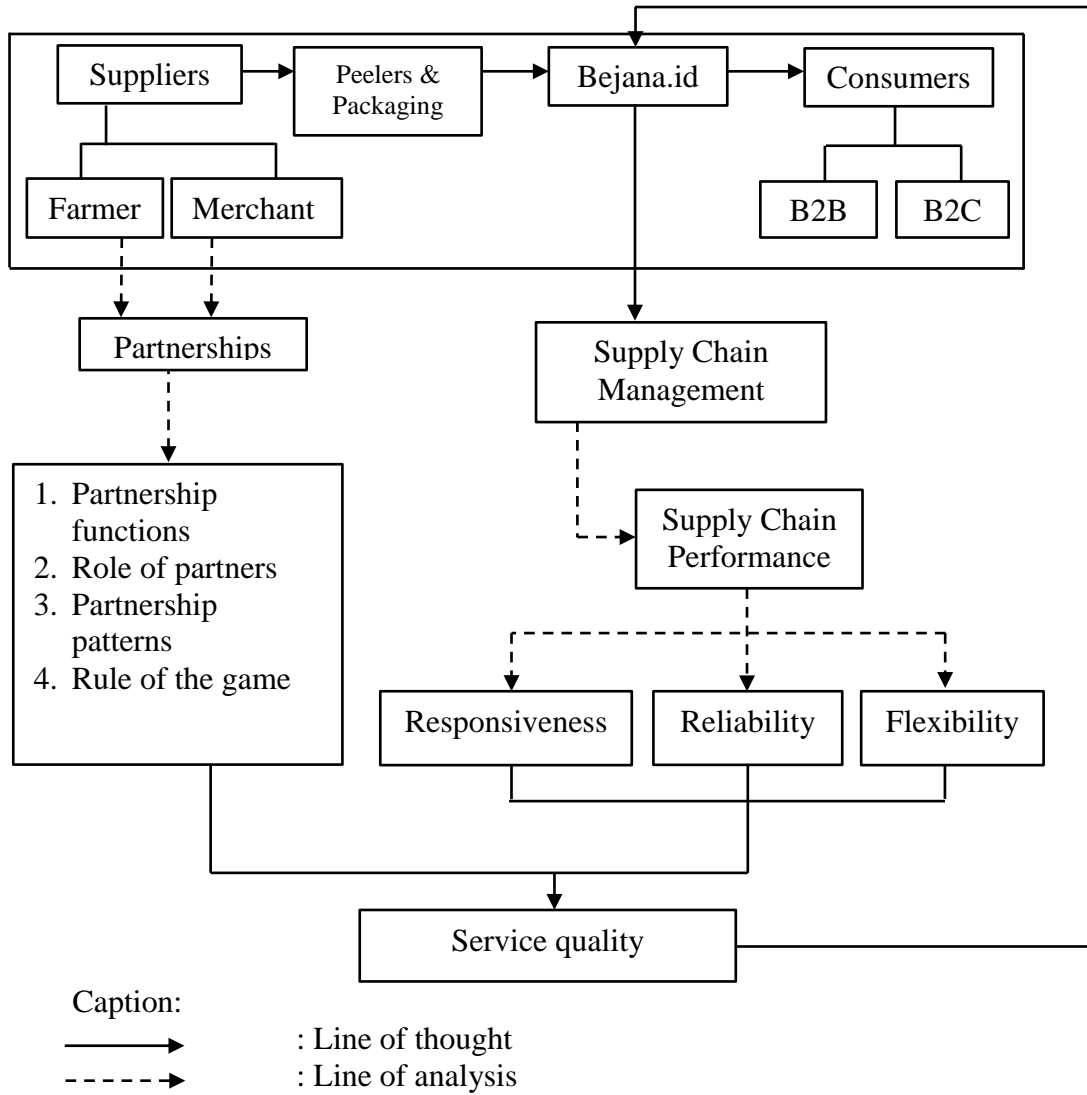
Figure 7. Framework of thought of supply chain management at Bejana.id
company.

III. RESEARCH METHODOLOGY

A. Research Methods

The research method used in this research is the case study method. According to Khoiri (2018), case studies are not aimed at finding universal trends, nor do case studies emphasize cause-and-effect relationships, but to explore and describe the issues that are the focus of the study. This research was conducted descriptively by focusing on in-depth problem-solving. The unit of analysis taken in this study is the online vegetable provider company Bejana.id in Bandar Lampung.

B. Basic Concepts and Operational Limitations

Basic concepts and operational definitions are the scope of all understanding and measurement of variables used to collect data which will later be analyzed to produce conclusions by the research objectives. The basic concepts and operational limits in this study are as follows:

Bejana.id is a vegetable company that provides vegetables online for B2B and B2C consumers.

Vegetable quality is the vegetable quality standard set by Bejana.id, the quality of vegetables accepted by Bejana.id is Grade-B quality.

Partnership is the cooperation that exists between Bejana.id and vegetable suppliers and is agreed upon with a contract.

Supply partners are vegetable suppliers with Bejana.id, consisting of farmer and merchant/agent partners.

Farmer partners are vegetable farmers who partner with Bejana.id to deliver vegetable supplies by Bejana.id's requests.

Merchant/agent partners are partners who act as suppliers and help Bejana.id sell vegetables.

B2B consumers are consumer groups who buy Bejana.id products for sale or reprocessing consisting of hotels, restaurants, and cafes.

B2C consumers are a group of consumers who consume Bejana.id company products for themselves consisting of household consumers.

The supply chain is a system of organization, technology, information, activities, and resources involved in transferring products and resources involved in transferring raw materials from suppliers to packaged vegetables and distributing to end consumers.

Bejana.id supply chain management is a company-run mechanism to connect all parties involved in production activities.

Supply chain performance indicates the success of distributing goods from suppliers to consumers as measured by external performance.

Supply Chain Operation Reference (SCOR) is an analytical tool to measure the performance of a company's supply chain.

The performance level is the supplier's ability to fulfil consumer requests by the quantity and quality of vegetables requested, seen from the agreed date or time of impromptu requests.

Parity is the lowest-scoring category in supply chain performance effectiveness.

Advantage is the middle scoring category in supply chain performance effectiveness.

Superior is the highest-scoring category in supply chain performance effectiveness.

Table 6. Operational limitations

No	Attributes	Operational limitations	Unit
1	Vegetables	The horticultural products available at Bejana.id consist of vegetables, nuts and herbs.	Kg
2	Delivery performance	Percentage of product shipments that arrive at the destination location on time according to consumer wishes.	%
3	Total product delivered on time	Total products that were successfully delivered at the agreed time.	Kg
4	Total products delivered	Total number of orders expected to arrive on time.	Kg
5	Standardized product	Percentage of product deliveries that meet customer standards.	%
6	Total shipments as per standard	Total products that were successfully delivered according to customer standards.	Kg
7	Total orders shipped	Total number of orders expected to meet customer standards.	Kg
8	Perfect order fulfillment	Percentage of the number of product deliveries in line with demand and fulfilled without waiting.	%
9	Order fulfillment	Total products successfully delivered without waiting.	Kg
10	Total consumers order	Total expected orders without waiting time.	Kg
11	Flexibility	The average time taken to respond when there is a change order without any penalty fee.	Hour
12	Finding for good cycle	Time taken to find goods according to customer orders.	Hour
13	Packing cycle	Time needed to pack goods according to customer orders.	Hour
14	Shipping cycle	Time needed to ship goods according to customer orders.	Hour

Table 6. (continued)

No	Attributes	Operational limitations	Unit
15	Lead time order fulfillment	The amount of time it takes to fulfill customer orders.	Hour
16	Order fulfillment cycle time	The amount of time required for one order to a supplier.	Hour
17	Planning time	Average time to plan order quantities to suppliers.	Hour
18	Sorting time	Average time to sort order quantities to suppliers.	Hour
19	Packing time	Average time to pack order quantities to suppliers.	Hour
20	Shipping time	Average time to ship order quantities to suppliers.	Hour

C. Location of The Research, Respondent, and Time of The Research

1. Location and Time of Research

The location in this study was determined deliberately, namely Bejana.id, located at Pulo Legundi Alley, Sukabumi, Sukabumi District, Bandar Lampung City, Lampung 35122. This location was determined because Bejana.id is a company that uses modern marketing techniques to sell fresh horticultural products online without involving on-farm activities. Bejana.id must establish partnerships with vegetable suppliers to support its production activities. In addition, the type of business conducted by Bejana.id based on the selection of target consumers consists of two types, namely B2B and B2C consumers, so researchers are interested in examining supply chain management which includes supply chain patterns and order completion time, as well as partnership patterns formed at the Bejana.id company. The data collection time is December 2022.

2. Respondent of Research

The respondent used to determine the state of management and performance in the supply chain is the founder of the Bejana.id company with the consideration that the owner of the company knows more about the company's state. The sample determination uses a purposive sampling

technique, where the sampling is carried out based on certain considerations (Sugiyono, 2013).

In addition to the company owner, vegetable suppliers who partner with Bejana.id is also used as respondents to examine the partnership in the company. The population in this study were all suppliers who partnered with Bejana.id, totaling 18 supplier partners and spread across several regions. The supply partners owned by Bejana.id consist of six vegetable merchants/agents, nine vegetable farmers, a broker, and a chicken farmer. Respondents in this study were all trader/agent partners and vegetable farmer partners determined by purposive sampling technique, based on consideration of the suitability of commodities provided by supply partners to the research topic (Sugiyono, 2013)

D. Data Collection Methods

The research methods used in this research are descriptive qualitative and descriptive quantitative methods. The qualitative descriptive method is a method used to describe data with data in the form of words, sentences, schemes, or images (Khoiri, 2018).

This research uses data collection methods with interview techniques, questionnaires, and direct observation. The data used consisted of primary data and secondary data.

A. Primary Data

Primary data is data obtained specifically by researchers to solve problems in research. Some techniques in primary data collection such as:

a. Interview Method

It is a question-and-answer method where respondents can answer questions without being restricted, and researchers can ask questions directly and clearly.

b. Observation Method

It is an activity to obtain information by watching, listening, feeling, and recording all events and information.

c. Documents Method

It is a method that comes from books, documents, print media, and other important records.

B. Secondary Data

Secondary data is data obtained from existing sources. Analyzing and obtaining secondary data can be done through books, theses, journals, trusted websites, and company documents related to the research title.

E. Data Analysis Methods

The study of supply chain management requires an analytical approach to describe the problem comprehensively. In this study, the description of supply chain problems includes several things, including the supply chain model, suppliers, the time needed to complete orders for each type of consumer, and the partnership pattern applied by the company. Therefore, in this research, several data analysis methods are used, such as:

1. Analysis of The First and Third Objectives

The data analysis method used to answer the first and third research objectives is descriptive qualitative using interview techniques with data collection methods in questionnaires. These objectives will be answered by analyzing the supply chain system and partnerships owned by the Bejana.id company so that the flows formed between members in the supply chain will be known and an overview of the partnership activities established by vegetable suppliers and Bejana.id.

2. Analysis of The Second Objectives

The second objective can be answered by using the quantitative descriptive analysis method. Analysis of the average time required by the Bejana.id company in completing transactions for each type of consumer, using supply chain performance measurements using the SCOR external work matrix, including reliability, agility, and responsiveness. Performance attributes according to SCC (2010), in Putri, Murniati, & Nugraha, (2020), will be derived into a work matrix as follows:

1. Reliability
    a. Delivery performance

    Percentage of the number of product shipments that arrive at the destination location on time according to consumer wishes, mathematically written as follows (SCC, 2010):

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

    b. Standardized product

    Percentage of the number of product shipments that are in accordance with the standard of consumer desires, mathematically written as follows SCC (2010):

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

    c. Perfect order fulfilment

    Percentage of the number of product shipments that match the demand and are fulfilled without waiting, mathematically written as follows SCC (2010):

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

2. Agility/Flexibility

Flexibility is the average time required to respond when there is a change (reduction or addition) caused externally to the order quantity without a penalty fee, mathematically written as follows SCC (2010):

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

3. Responsiveness
   a. Lead time order fulfilment

      Lead time order fulfilment is the time it takes to fulfil customer orders, expressed in hours SCC (2010).
   b. Order fulfilment cycle time

      The order fulfilment cycle time is the average time taken for one order to a supplier, expressed in hours and written mathematically as follows SCC (2010):

$$OFCT = Planning\ time + Sorting\ time + Packing\ time \\ + Shipping\ time$$

IV. GENERAL OVERVIEW OF RESEARCH LOCATION

A. Brief History and Information of The Company

In 2021, Indonesia is still faced with the covid-19 pandemic, where more sectors are disrupted, and workers lose their jobs. The influence of covid-19 also adds to the problems in the distribution of agricultural products and market expansion, especially at the farm level. The problem of product distribution has become a problem that often occurs, especially for agricultural products. Farmers are now required to meet market needs without caring that the effort and costs incurred are not proportional to the income received. So in February 2021, Ghalu founded Bejana.id as a company that brings together vegetable farmers with consumers through websites and mobile applications, especially for the Sumatra region. Ghalu is aware that the influence of technology at this time and in the future will change the marketing pattern from traditional to more modern and based on digitalization 4.0.

Bejana.id is one of the service provider platforms in fulfilling the needs of vegetables and other kitchen needs for B2B and B2C consumers, especially in Bandar Lampung. The Bejana.id company has been registered with the Directorate General of Intellectual Property (DJKI) with the Bejana.id product trademark. Bejana.id was established using its capital of IDR100.000.000. For the production process Bejana.id does not carry out farming activities, so the production carried out by Bejana.id is related to ordering with supply partners, sorting, packaging, and shipping to consumers. Production carried out by Bejana.id is based on consumer requests using several social media platforms such as websites, Instagram, Whatsapp, TokoPedia, and mobile applications.

In line with the company's development, Bejana.id runs partnerships with several related parties to facilitate the management of the vegetable supply chain created. The existence of partnerships is also a good opportunity to ensure the availability of raw materials from suppliers and product marketing to consumers so that the company's vision as the number one platform at the Sumatra gate is increasingly achieved. There are also partnerships run by Bejana.id consisting of peeling and packaging, farmer, and merchant partners.

B. Vision and Mission of The Company

Every company has a vision and mission that become guidelines in operating the company, and Bejana.id is no exception. Bejana.id has the vision to become the number one platform at the Sumatra gate in agriculture to maintain the agricultural channel chain. While the mission owned by Bejana.id to support its vision is as below:

1. Become the number 1 startup in the field of agricultural technology in Sumatra.
2. Bringing change, especially in agriculture, from conventional to digital.
3. Helping market partners such as farmers and vegetable agents.

C. Company Products

As a company that provides services in meeting kitchen needs, especially vegetables, Bejana.id needs to provide products that are in general demand by household consumers and specifically intended for several parties. The list of product types sold by Bejana.id can be seen in Table 7.

Table 7. Types of products sold by Bejana.id

Types of Vegetable	Types of Vegetable	In Addition to Vegetables
Asparagus	Sugarloaf	Various Spices
Onion	Lettuce Iceberg	Chicken Gizzard
Kating Garlic	Lorosa	Various Proteins
Shallots	Bok choy	Broiler Chicken
Garlic	Red Paprika	Free-range Chicken
Spinach	Yellow Paprika	Fruits
Broccoli	Green Paprika	Chicken Feet
Beans	Parsley	Chicken Breast Fillet
Tick Chili	Chrestomathy	Meat
Curly Green Chili	Romaine	Chicken Liver
Jalapeno Chili	Rosmery	Seafood
Curly Red Chili	Sage	Fish
Bird Eye Chili	Wombok	Chicken Skin
Spring Onion	Green Wombok	Chicken Thigh Fillet
Leek	White Wombok	Chicken Drumstick
Sweet Leaf	Hidroponic Vegetables	Whole Drumstick
Cilantro	Lettuce	Chicken Wing
Mint Leaves	Thyme Leaves	Pong Tofu
Snake Bean	Cucumber	Premium Tofu
Kailan	Beef Tomato	OMEGA Chicken Eggs
Water Spinach	Fruit Tomato	Free-range Chicken Eggs
Kemangi	Cherry Tomato	Regular Tempeh
Cabbage	Carrot	Premium Leaf Tempeh

Source: Bejana.id, 2022.

Bejana.id is one of the growing online vegetable start-ups. Based on data from the last 6 months, the average B2C consumer spends IDR80.000 to IDR500.000 for each monthly purchase. While the average B2B consumer himself makes transactions of IDR2.000.000 – IDR3.000.000 with a frequency of purchases of 3 - 4 times per week. Products with the highest demand in December 2022 include onions (1.083 kg), tick chili (897 kg), garlic (844 kg), curly chili (786 kg), and cabbage (600 kg).

D. Organizational Structure

The organizational structure is a part that explains and shows the framework of the relationship between positions, functions, duties, and responsibilities of each employee in a complete unit. One way that can be used to achieve the company's vision and mission is to ensure the formation of good coordination internally through the organizational structure. The Bejana.id company's organizational structure can be seen in Figure 8.

```
                    ┌─────────────────────────┐
                    │          CEO            │
                    │   Ghalu Herian Gemma P  │
                    └─────────────────────────┘
           ┌─────────────────────────┐   ┌─────────────────────────┐
           │ BUSINESS DEVELOPMENT     │   │         FINANCE         │
           │     Azhari Ramdana       │   │      Sherin Ariesta     │
           └─────────────────────────┘   └─────────────────────────┘
                    ┌─────────────────────────┐
                    │     STAFF PURCHASING     │
                    │       Fahrozi Fahmi      │
                    └─────────────────────────┘
```
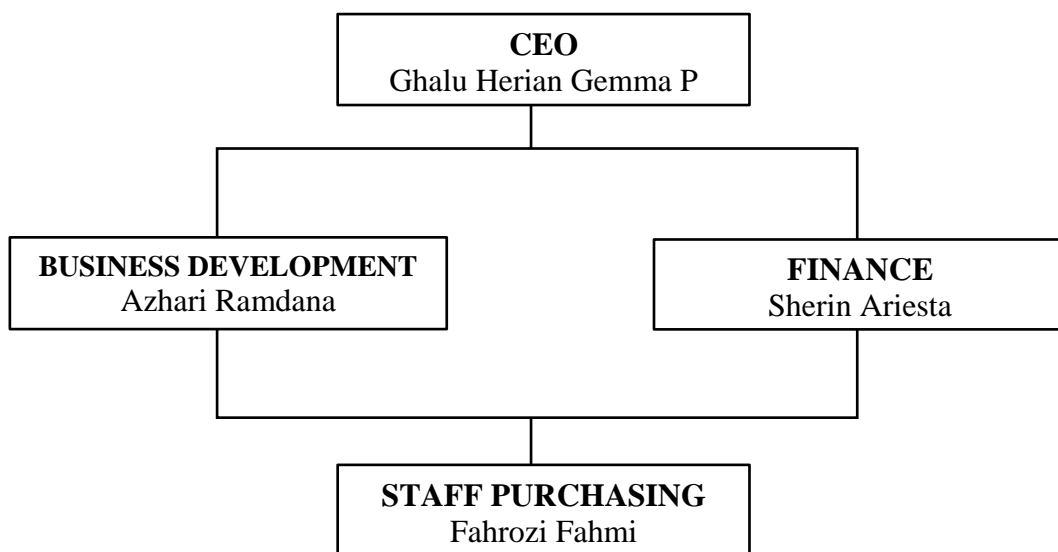
Figure 8. Organizational structure of Bejana.id company in 2022.

Bejana.id management is still quite simple, led by the owner, who is also responsible as the main director of Bejana.id. The main director of Bejana.id is authorized to manage the company in general and determine strategic plans related to the company's vision and mission going forward. The main director also supervises business situations within and outside the company.

All management related to administrative and financial activities in the Bejana.id company is the finance department's responsibility. The main task of finance is to handle the company's daily financial affairs and administration, such as recording all sales and purchase transactions of vegetables in company reports. All transactions recorded in the report will then be used as a company

financial report consisting of a profit and loss statement and company financial income and expenses.

The business development section, together with the managing director, has the duty and responsibility to ensure that the company can grow. The main tasks carried out by this section are market research, establishing market relations, and product development to suit the target market and consumer desires better. The business development department is also responsible for regularly monitoring and maintaining the company's business development.

As a company that sells products, Bejana.id needs raw materials to be processed before being sold. Procurement of raw materials is the responsibility of the purchasing staff. The section is tasked with compiling a list of purchases of goods needed by the Bejana.id company which then finds the supplier or vendor that best suits its offer. Bejana.id purchasing staff will coordinate with the finance department because it relates to the budget and documents for purchasing company goods.

E. Marketing Outreach

Marketing is one of the core activities carried out by companies to maintain their business continuity to develop and gain profits. The transformation of traditional marketing into modern, makes Bejana.id as a service company that provides agricultural products online brings convenience and practicality. Companies need to study the needs and desires of consumers and the circumstances that occur around them so that their business can continue to run and advance, especially for B2B and B2C consumers owned by Bejana.id. Bejana.id's B2C consumers are household consumers spread across the Bandar Lampung, South Lampung and Pringsewu areas. As an illustration, Bejana.id's marketing reach is still within the scope of Bandar Lampung and its surroundings. Bejana.id's marketing reach based on consumer types can be seen in Table 8.

Table 8. Marketing outreach of Bejana.id's B2B consumers

Type	Nama	Daerah
Hotel	Drimzz Hotel	Center Tanjung Karang
	Omah Akas	Kedamaian
Restaurant	Gajeboh	Sukabumi
	Dua Saudara	Bandar Lampung
	Sambal Alu	Bandar Lampung
	Pecel Lele WHP	Bandar Lampung
	Dapur Kito	Enggal
Café	Coffe & Chill	East Tanjung Karang
	Cafe Kiyo	North Teluk Betung
	Toko Mansure	Enggal
	Kaldi	East Tanjung Karang
	De Arte	Enggal
	Kanara	East Tanjung Karang
	Barro Space	West Tanjung Karang
	Akabay	Kedamaian

Source: Bejana.id, 2022

VI.   CONCLUSION AND SUGGESTION

A. Conclusion

Conclusions that can be drawn based on the results of the research that has been done:

1. The flow in Bejana.id's supply chain management consists of product flow that moves from upstream to downstream, starting from supply partners and sending to merchant/agent partners, stripping and packaging partners, or Bejana.id, then Bejana.id sends to B2B and B2C. Meanwhile, the money flow moves downstream to upstream; B2B and B2C and merchant/agent partners pay to Bejana.id, then forwarded to farmer partners. The flow of information moves in two directions, namely between supply partners and Bejana.id and Bejana.id with B2B and B2C.

2. Bejana.id's supply chain performance at the supply partner level based on the foodSCOR card on the matrix of standardized product and perfect order fulfillment shows advantage and parity results, respectively. At the same time, the supply chain performance at the Bejana.id level based on the foodSCOR card on the standardized product matrix shows advantage results.

3. Written contracts and verbal agreements carry out the partnership between Bejana.id and supply partners. The partnership pattern run by farmer partners with Bejana.id includes a typical trading partnership pattern where farmer partners produce vegetables as Bejana.id raw materials and Bejana.id markets farmer partner products. The partnership pattern carried out by merchant/agent partners with Bejana.id includes an agency partnership

pattern where merchant/agent partners are given the privilege of selling vegetables and paying with due payments.

B. Suggestion

Suggestions that can be given based on the results of the research that has been done are:

1. The Company is expected to improve supply chain performance, especially in the standardized product matrix, by providing counseling and education to supply partners regarding vegetable packaging and distribution. In addition, clarify partnerships with suppliers by making legal written contracts so that partnerships can run well and last long.

2. For researchers, it is hoped that they can continue research related to business feasibility analysis and development strategies from the Bejana.id company.

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