

Value Chain and Supply Chain Management of Products from Women Farmer Groups in South Tangerang

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ABSTRACT

This study aims to analyze the operational process of the production of Farmer Women's groups effectively based on supply chain management, and determine the internal condition of the organization by using value added analysis (value chain). The analytical method used is supply chain management and value chain analysis. The purpose of this research was to find out and analyze the Supply Chain Management and value chain analysis of products produced by the Farmer Women's Group. The data analysis method used in the framework of assessing the performance of internal value added with Value Chain Analysis and knowing the process of the supply chain or supply chain. This research is included in TKT 2, namely formulating the concept of technology and its application to the UKM object of the Cempaka Farmers' Group in South Tangerang. The results obtained were three superior products, namely cumin plants and their preparations, python plants and their preparations, and butterfly pea plants and their preparations. Value chain by formulating the main factors and supporting factors for activities that must be carried out by KWT Cempaka.

Keywords: Supply Chain Management, Value Chain Analysis, Women Farmer Groups



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INTRODUCTION

Indonesia's agricultural program is becoming better, more innovative, and ready to compete with other developing countries in realizing an independent country with the help of various parties. Agricultural land continues to shift, especially in urban areas, the high rate of conversion of agricultural land is a threat to food supply from one aspect of food security so that it will become a threat to national food security. The continued decline in vegetable production has encouraged the need for productive efforts from women farmer groups in the South Tangerang region

Table 1. Production of Seasonal Vegetable and Fruit Crops by Plant Type (Hectares),

Jenis Tanaman	Produksi Tanaman Sayuran dan Buah-buahan Semusim Menurut Jenis Tanaman (Hektar)		
	2018	2019	2020
Bawang Merah	-	4	525
Bawang Putih	-	-	-
Cabai Besar	241	306	217
Cabai Rawit	284	224	216
Kentang	-	-	-
Kubis	-	-	-
Petsai	1 199	808	220
Terung	637	262	41
Tomat	47	-	4
Melon	65	-	-
Semangka	-	12	6

Source: BPS, Statistik Pertanian Hortikultura SPH-SBS

Based on table 1, it shows that several vegetable plots and others are showing a decline, this requires the involvement of urban women to be able to farm. One of them is that with the involvement of women in the management of the agricultural world who are members of the Women's Farmers' Group (KWT), agricultural products become of higher economic value through the KWT empowerment process and can help women farmers become more productive and independent.

Farmer women's groups in the South Tangerang area have a program in the form of KRPL or an abbreviation of sustainable food home area, KRPL is fully managed by the farmer women's group which includes administrative management, nursery management or plant management that can assist the members' economic sector. Agricultural product processing activities, farmer women's groups prioritize local South Tangerang products, including; butterfly pea flowers, other medicinal plants, grapevines, cacao fruit, banana fruit, women farmer groups carry out the processing of these basic ingredients. South Tangerang has several farmer women's groups, including KWT Cempaka which is located in the Batan Indah housing complex, which is a forum for women's groups to manage and express various thoughts in the agricultural sector as well as a means of gaining knowledge and insight for the community. KWT Cempaka also carries out education and tourism functions so that group activities are expected to be creative in following developments, there are still many hopes that KWT Cempaka wants, but many cannot be implemented considering the many constraints and limitations they have. The hopes and great desires of KWT Cempaka to be able to meet the food needs of members and the surrounding community are very high, they even wish to have open food stalls, while the availability of resources is relatively limited and the commitment of members is still not balanced. Knowledge of agriculture, pests that may affect plants, as well as weather and environmental conditions still need a higher understanding. KWT Cempaka owns many plants, including butterfly pea flowers, pokcay, kale, eggplant, pumpkin, cumin, corn pulut, and others. In addition to plants, for plant needs such as plant seeds are also available. Other developments were also carried out with the presence of two fish ponds

These efforts are carried out to fill optimal and useful time, there are also hobbies, which can also help life to become additional income. Land management for agriculture so that it continues to be productive and sustainable requires proper supply chain management and increases the added value of agricultural products by carrying out innovations, this requires a product value chain.

Based on interviews with the chairman and administrators, it was explained that KWT Cempaka had plants and seeds. some seeds from members and from the city agriculture service. Constraints that KWT has related to the supply chain are felt in the distribution and packaging of products that have not been able to optimally, so that they experience obstacles in delivery to end consumers.

Supply Chain Management (SCM) or supply chain management is a management activity that aims to obtain raw materials, transform raw materials into semi-finished goods or finished goods and distribute these goods until they reach the hands of consumers (Render and Munson, 2017). According to Sutawidjaya and Marlapa (2016) supply chain management is an issue that is currently hotly discussed. Supply chain management is related to the complete cycle starting from materials from suppliers, to operational activities in the company, continuing through distribution to consumers

Supply Chain (Supply Chain) is a system in which organizations distribute goods produced and services to its customers. This chain is also a network of various interconnected organizations with the same goal. It can also be said that Supply Chains are an organizational system of people, technology, activities, information, and resources involved in the process of delivering products/services from suppliers to consumers. Activities in the supply chain transform natural resources, raw materials and basic components into finished products that will be distributed to final consumers. Value Chains is a concept that comes from the science of business management, developed and popularized for the first time by Michael Porter in his book "Competitive Advantage: Creating and Sustaining Superior Performance". Porter defines "value" as the amount of money consumers are willing to pay for what the company or producer provides (Porter, 2008).

Several previous research results from Yudiansyah and Imaroh (2020), The results of measurements indicate that As for the 17 performance indicators measured, there are 9 performance indicators that need to be improved, namely reusable material, the number of machine troubles, the number of process rejects, recycleable rejects, the amount of waste, the amount of product defects, recycleable defects, production costs and waste handling costs. Prasetya (2020), Results of the study obtain 6 criteria and 23 evaluation criteria in the contractors selection in the upstream oil and gas industry towards Green Supply Chain Management. Hendri (2021) The results of this research show that the emery SCM consists of the jumbo roll, converting and import supply chain.

Pratama et al. (2022), description of the level of participation of KWT members in P2L activities, description of household food security through P2L activities and the influence of participation on household food security in Gunungkidul Regency. The conclusion that can be drawn up based on the research is that the increasing participation of KWT members in P2L activities will further increase household food security. This can be explained by the frequency of households planting vegetables in large quantities of around 20-50 polybags so that households have the availability of fresh vegetables. for households. However, what needs to be improved is the availability of fruit. Imaroh and Widiyani (2020) The work of MSMEs is strongly influenced by product innovation and makes product designs according to consumer or market expectations so that they can continue to compete against competitors. Competitive Advantage MSMEs are expected to be able to explore the uniqueness of their products, competitive prices in order to create healthy competition in the market.

The supply chain flow of the Women Farmers Group needs to strengthen suppliers and the next supply chain flow, especially in user partnerships, until now the Women Farmers Group still has difficulty in partnering with users.

Preliminary observations and interviews with the head of the Women Farmers group showed several weaknesses in the supply chain, so it is necessary to optimize the supply chain and add value to the results. The Women Farmers Group, which so far started with togetherness and association activities in complex gardens and public land use, has produced a lot garden crops, although there are still many difficulties in distributing the results and the exact supply obtained. This research aims to: Find out and determine the superior products of the Cempaka Women's Farmers Group in South Tangerang. Know and formulate Supply Chain Management for products produced by the Cempaka Women's Farmers Group for sustainable food crop production. Knowing

and improving the results of the Cempaka Women Farmers Group in South Tangerang with Value Chain Analysis.

Theoretical review

Value Chain Analysis

According to Russell and Taylor III (2011), the term value chain is often used alternately with, the supply chain. Both of these terms are used in the operational activities of the production process. Value chain or value chain is an overall description of the value of a product or service from product conception to delivery to customers. This process is expected that every business institution must be able to create value for its customers. Value Chain Management as a business or business concept that always strives to improve its quality and quantity. Several strategies can be carried out by applying a value chain concept or often called a value chain. The concept of the value chain put forward by Michael Porter is a series of all processes that occur from the initial processing of raw materials to the finished product, then distributed to consumers. The value chain will be effective if there is a synergistic interaction between the processes.

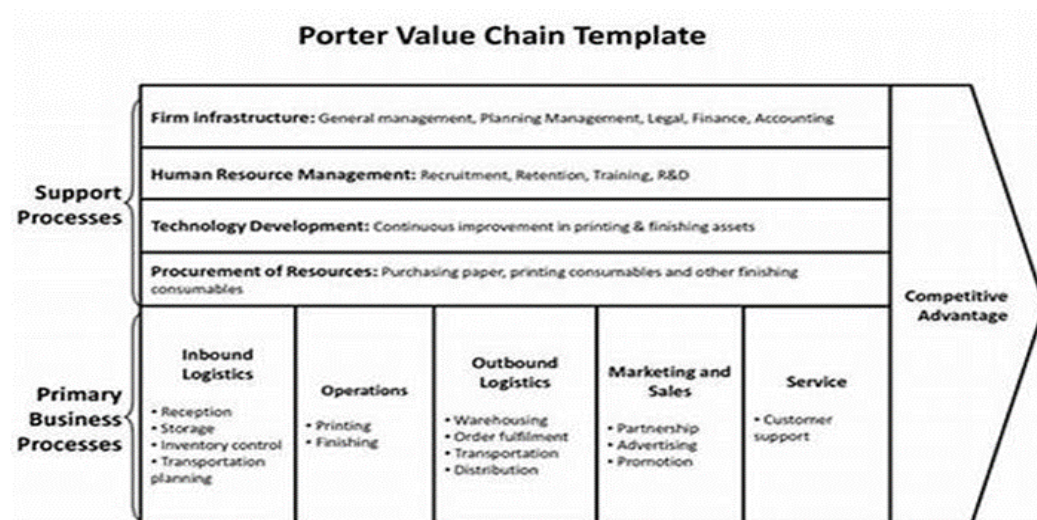


Figure 1. Value added chain methodology, according to Michael E. Porter Value Chain

Source: Jurnal PETIR Vol. 10 No. 2 September 2017

According to Porter (2008)) the value chain is an important concept highlighted in the information technology era in order to be able to compete. Information technology influences the competitive landscape and the way products are made to match customer needs. This basic effect explains why information technology has acquired a different strategic importance than other uses of technology. During the industrial revolution, companies achieved competitive advantage by replacing human labor with machines. But now the rate of growth of information technology continues to move forward even faster. In the 1990s the human brain was replaced by a computer. Currently the human brain has been replaced with unlimited information with a large capacity, namely the internet.

Primary Activities Value Chain

Primary activities value chain or the main activity value chain, consists of five dimensions of the main activities involved in the manufacturing process. The five dimensions of the value chain described below are adopted from various sources, especially from (Ketchen and Eisner (2009); Kuncoro (2006) and Porter (2008).

1. Inbound Logistics, activities including receiving, storing, and distributing in the production process. Including material handling, warehousing, inventory control, vehicle scheduling, and returns to suppliers.
2. Outbound Logistics, which deals with the collection (collecting), storage (storing), and distribution (distributing) of products or services to buyers. These activities include finished goods, warehousing, material handling, delivery vehicle operations, order processing, and scheduling.
3. Marketing and Sales, is marketing and sales related to the process of influencing buyers to be willing to buy, from the initial process to the sales contract, including: advertising (advertising), promotion (promotion), sales force (sales force), selection of channels (channel selection), distribution channel relationships (channel relations), and price.
4. Service, is an after-sales service that includes all actions related to providing services to increase or maintain product value, such as installation (installation), repair (repair), training (training), provision of spare parts (parts supply), and product adjustment (product adjustment).

Value Chain Support Activities

Support Activities value chain or value chain support activities, is the supporting infrastructure for the main activities in the manufacturing process. Good value chain activities add value through the relationship between primary and support activities. In value chain support activities it can be divided into four value chain dimensions which are described below adopted from various sources, especially from (Ketchen and Eisner (2009); Kuncoro (2006) and Porter (2008):

1. Procurement, purchasing activities so that the production process can take place which includes: raw materials, supplies and other consumer goods as well as assets such as machineries, laboratory equipment, office equipment, and buildings.
2. Technology Development, is every activity contains technological value.
3. Technology development is very broad, starting from the technology used to prepare documents, transporting goods in processes and organizing the tools or products themselves. Activities related to process improvement include: basic research, product design, and design review. Technology development related to products and their features supports the entire value chain.
4. Human Resources Management, consisting of managing activities involved in recruiting, hiring, training, development, and compensation of all types of personnel.
5. General Administration, administrative activities consisting of a number of activities, which consist of: general management, planning, finance, accounting, legal and government affairs), quality management (quality management), and information systems, and administration.

Supply Chain Management (Supply Chain Management)

According to Lukman, the supply chain is a series of activities or activities involved in delivering products in the form of raw materials to customers, both from sources of raw materials and spare parts, manufacturing and assembly, warehousing and inventory tracking, incoming orders and also order management, distribution throughout the world. channels, delivery and information systems needed to monitor all activities.

The supply chain includes suppliers, manufacturing companies or service providers and distributors, wholesalers or retail companies which delivers products or services to final consumers (Render and Munson, 2017). More specifically, Chopra and Meindl (2013) define the supply chain as not only limited to factories and suppliers, but also need to look at the conditions of distributors, warehouses, retailers and even need to look at consumer needs. Of course, this concept leads us to the scope of discussing the supply chain.

A good teamwork ethic is necessary to maintain long-term relationships and supply chain sustainability. Long-term relationships allow all parties in the supply chain to create better trust and create efficiency. Efficiency will be realized through long-term relationships which also means reducing costs to get new partners. The aim of the supply chain is to ensure that materials continue

to flow from the source to the final consumer and maximize the overall value generated. The parts of the supply chain (parts) that move in the supply chain must run quickly, there is no buildup of one local inventory or one part of the supply chain, this must be properly regulated and well coordinated. Supply Chain Management essentially includes a broad scope of work and responsibilities. In general, all activities related to the flow of materials, information and money along the supply chain are activities within the scope of Supply Chain Management.

Implementation or implementation of a good Supply Chain Management there are several important factors such as information sharing, long term relationships, cooperation and also process integration. By having the right information sharing, the process of supply chain management activities from suppliers to final consumers will take place quickly, while long term relationships can be created due to continuous relationships between all parties involved in a supply chain management network. The existence of good cooperation will be mutually beneficial between all parties. Process integration itself is a combination of all supply chain management activities so that all activities run smoothly.

Supply chain management is an important aspect of current business activities. Understanding what is needed by supply chain management, first requires an understanding of the formal understanding of supply chain management. Figure 1 illustrates a clear supply chain management, showing several suppliers, factories, warehouses, and retail sites. These facilities may be under the control of one company, but it is more likely that several companies control them, Schroeder et al. (2018).

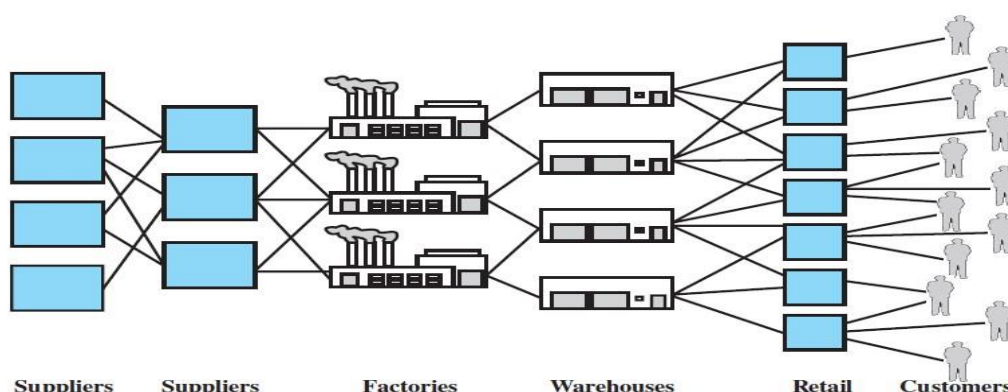


Figure 2. Typical supply chains

Source: Schroeder et al. (2018)

According to Russell and Taylor (2011). The supply chain includes all activities related to the flow and transformation of goods and services from the raw material stage to the end user (customer), as well as the flow of related information. According to Simchi-Levi (2000), Supply chain or supply chain is a network of independent and interrelated organizations that are jointly and mutually beneficial to organize, control, and improve the flow of materials (materials) and data (information) from suppliers to user. Since the purpose of inventory or supply is a wide variety of goods stored in warehouses with slightly different movement properties, the length of the supply chain has also been chosen by the company, depending on how the raw materials are stocked and the inventory method. Next, according to Nursani and Rachman (2022), a supply chain is an organization or group of organizations that supplies raw materials, manufactures products and sends them to end consumers. This understanding is still in line with the opinion of previous experts and increasingly shows that this supply chain issue is very complex. SCM involves planning, executing, controlling and supervising all activities involved in the supply chain in order to achieve competitive advantage and customer satisfaction.

Chain 1-2-3 : Suppliers → Manufactures → Distribution

Finished goods produced by manufacturers must begin to be distributed to consumers. Although there are many methods for distributing goods to consumers, which is generally through distributors and this is usually taken by most of the supply chain. Goods from factories through their warehouses are distributed to distributors or wholesalers or wholesalers in large quantities and later the wholesalers distribute them in smaller quantities to retailers.

Chain 1-2-3-4 : Suppliers → Manufactures → Distribution → Retail

Large traders usually have their own warehouses or can also rent from other parties. This warehouse is used to store goods before being distributed again to retailers

MSME Business Sustainability

SMEs often experience delays in their development. This is due to various conventional problems that have not been completely resolved (closed loop problems), such as financing problems, HR capacity, ownership, marketing and various other problems related to business management, so that MSMEs find it difficult to compete with large companies (Abor & Quartey, 2010). Citing the results of research conducted by Manurung and Barlian (2012), MSMEs in the creative industries tend to have a short-term orientation in making decisions in their business. This can be seen from the absence of a sustainable innovation concept and inconsistent core business activities. In the end, the development of the long-term performance of MSMEs engaged in creative industries tends to be stagnant and not well directed. Therefore, strategic efforts are needed to improve the performance and sustainability of MSMEs. Several ways that can be done include keeping the supply chain running well so that business sustainability can be better accounted for. Conditions of strong competition, the role of cooperatives as a forum for MSMEs is useful for maintaining business continuity.

In business activities there is interdependence with one another. Supply chain performance needs to be considered to help the sustainability of the MSME business. In global competition, MSMEs are expected to be able to provide more added value to the goods/services offered either in quality (better) or efficiently (more efficient) than competitors. This is specifically difficult for MSMEs to do, due to the lack of management skills and limited working capital management. Despite these limitations, MSMEs tend to have resilience (stable performance) to changes in the business and economic climate (Ali, 2003). The development of MSMEs is highly expected by providing awareness, encouragement, coaching on entrepreneurial and competitive abilities,

Farmer Women's Group

According to Anshori (2015) states that a group is a group of people consisting of two or three or more people. Groups have intensive relationships among themselves, not every set of people is called a group.

The Women Farmers Group is a farmer group consisting of women who are in one village. In general, peasant women are a collection of farmer wives who want to have other activities besides farming. The activities of farmer women's groups are in the form of empowerment in their environment, which can be in the form of processed agricultural products, for example, processed dishes or crafts, it can also be from the agricultural administration it self (Fattah, 2017). Women Farmer Groups (KWT) are the wives of farmers in villages who are directly or indirectly involved in agricultural activities (Suraningsih, 2017). Currently, KWTs are not only located in rural areas but also in urban areas as well as being a place for housewives to increase their productivity. KWTs in urban areas have a focus on processing agricultural products, both those grown by themselves and from local farmers

Wholesalers usually have their own warehouse or can also rent from other parties. This warehouse is used to store goods before being distributed again to retailers.

METHODS

Analysis of the sustainability of women farmer groups with SCM, knowing the process, flow, partners so that the process does not stop and uses value added analysis as an instrument for measuring the value chain consisting of nine dimensions of company activity based on the value chain, namely; inbound logistics, operations, outbound logistics, marketing/sales, service, procurement, technological development, human resources management and general administration.

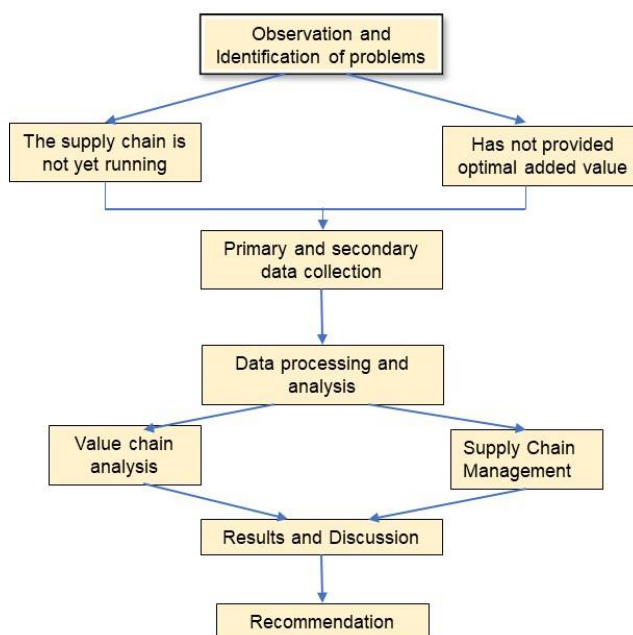


Figure 3: Research flow chart

Source: Processed data 2023

RESULTS AND DISCUSSION

Farming women's groups are a forum for the community, especially women, to manage and express various thoughts in the agricultural sector as well as a means of gaining knowledge and insight for group members, so that group activities are expected to be creative and keep abreast of developments. The purpose of forming a women farming group (KWT) is as an effort to involve women in the framework of increasing the productivity of agricultural products and having the potential to increase income and food security towards the welfare of women farmer households. KWT Cempaka, which has a membership of 39 active people, is divided into 7 daily task groups and has several production results through a long supply chain process.

The products produced by the Cempaka Women Farmers Group are almost all types of vegetables as staple household needs that are available and growing in fish ponds. This is necessary with the great hope that all the basic needs of the surrounding community can be met. The superior products that have received appreciation from external institutions, including the agricultural service for the city of South Tangerang, are 3 types of products from cumin plants, butterfly pea flowers, and python inches. Processed products from these 3 superior types of plants reduce various processed products, including from cumin plants to: cumin chips, a mixture of detergents, soap, antiseptic shampoo. The butterfly pea flower plant is made into tea preparations with various

flavors. Meanwhile, from the reticulated python plant it can be processed into: drinks, chips, and from the seeds of the reticulated python plant it can be fried and baked in the oven. KWT Cempaka's superior product is produced more considering there is more demand and the cultivation process is easier, members and the community are also easily educated to carry out planting and self-processing, as well as benefits and a greater variety of processed products. The following is a picture of the superior plants cultivated by KWT Cempaka, these plants have high production and these plants are also developed in several members' homes and local residents as an extension of KWT Cempaka.

KWT Cempaka Supply Chain Management Concept

Supply Chain Analysis, currently in the process of completion of the results of the Joint FGD, some of the members of the Cempaka Farmers' Group consisting of 38 active participants (women), Supply Chain Management (supply chain management) is the flow of material from the beginning to the consumer with due regard to the accuracy factor time, cost, and product quantity. Supply chain management (SCM) involves several internal components of a business or MSMEs, such as suppliers, factories, shops or retailers, and distributors to support increased sales.

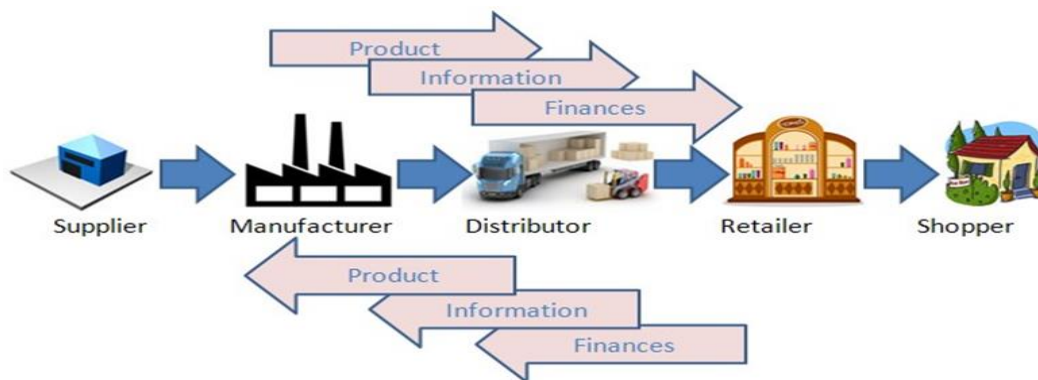


Figure 3: supply chain process flow

Source: Processed data 2023

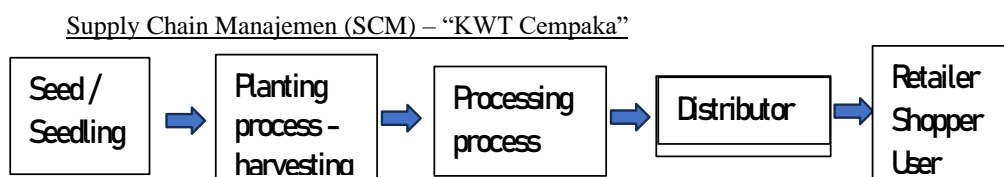


Figure.4: Supply Chain Management (SCM) – “KWT Cempaka”

Source: processed data 2023

Information:

Seeds/seeds: from outside or KWT members

Planting – Harvesting: KWT members with several resource persons

Processing Process: KWT members with several sources

Distribution: KWT members

Retailers, Shoppers, Users: Some are still in the process of partnering

Analysis of the pattern of supply chain (Supply Chain) of the South Tangerang Cempaka Farmer Women's group during the interview found that the plant and fish seeds came from members and

from the agricultural service without incurring transportation costs. The nursery process to the production of the final product is carried out by members of the Women Farmers group with simple production tools and are able to meet users and consumers of residents and communities outside the complex through exhibitions and official activities in South Tangerang, so that the results of the exhibition foster a network of partnerships with consumers and other users.

So far, suppliers from the supply chain of the KWT Cempaka chain have not experienced any problems, bearing in mind that the members' awareness is high and creative in obtaining raw materials or seeds, assisted by the South Tangerang Agriculture Service which continues to provide guidance and encouragement for seeds and processes.

The process of planting to harvesting at KWT Cempaka also has almost no obstacles, this condition has many roles from members with group scheduling and is encouraged by competitions and awards from daily task groups with tasks recorded in the nursery, helping to facilitate the production process as well as ease of supervision, including schedules for watering plants, transferring from nursery to seeding, fertilizing, until harvest. Everything is done systematically and recorded.

The processing process into various products is based on ideas, experiments carried out by KWT Cempaka members and assisted by several sources from internal and external KWT Cempaka, so that the various types of products needed by consumers and users become varied. However, some of the obstacles in the processing process are starting to be felt by members, among others, for consistency in product quality they do not yet have, so that in this process chain it is necessary to standardize. The absence of standard provisions is the beginning of difficulties in delivering to consumers and users. In addition to the absence of quality standards, the products produced still use simple packaging or packaging so that they are less attractive to consumers, this still requires learning about product packaging

At the distribution stage, which is a chain of delivery processes to consumers, constraints from the previous chain or from the product processing process also become obstacles for distributors. Distribution activities are still through on-site sales, through exhibitions. Some start using social media even though it's not optimal. This simple distribution activity has benefits, including lower prices due to the efficiency of distribution.

In the last link of the chain, namely retailers/shoppers/users, many benefit from the convenience and proximity of the production center. Efforts to increase demand are needed, this is very necessary for the sustainability of this KWT Cempaka. Some of the most important efforts and strategies are by building a network of partnerships with government agencies and SMEs related to the results of this KWT Cempaka product.

Business processes with KWT Cempaka Value Chain analysis

According to Value added chain methodology, according to Michael E. Porter Value Chain, the value chain divides the company into nine activities that are strategically relevant to understanding cost behavior. Value activities are divided into two types, namely: primary activities, which means activities that are directly involved in the physical product creation, sales and delivery to buyers including after-sales. Supporting activities, which means supporting activities for primary activities in carrying out operations so that they run better.

In accordance with identification needs based on a literature review, an assessment matrix is required using a maturity model approach to conduct value chain analysis. In this case there are five maturity levels, these five maturity levels are as follows: (1) score 0 if there is no activity, (2) score 1 – undefined – indicates there has been a process, but it is still as it is, undocumented and non-standard, (3) score 2 – defined – the process has been carried out repeatedly, (4) score 3 – manageable – the process has been standardized and consistent and measurable, (5) score 4 –

collaborative – namely the process has been collaborated with suppliers and customers, (5) score 5 – leading - the process has been collaborated with suppliers and customers and has been evaluated periodically for development.

Activities in the process that have been carried out repeatedly show that the activities are sustainable, and this condition continues to be maintained and even needs to be improved, namely in the process of activities: warehousing in seed houses, inventory control, promotional activities carried out regularly through meetings and exhibitions, relationships with suppliers through agricultural service and building a partnership network, training is carried out regularly with the department and KWT supervisors, workforce development through mentoring and training, finances are carried out by the management. Activities that have standardized, consistent and measurable processes include activities, back testing, facility operations, equipment maintenance, order processing, scheduling and general management. This condition shows that it has been carried out consistently, and is expected to continue well.

There are business activities that have reached the collaborative stage. At the collaborative stage, the process has been collaborated with suppliers and customers. The activities that fall into this category are: maintenance and planning. This shows that KWT Cempaka in implementation has good planning as well as in maintenance.

Based on the results of observations and discussions through FGD (Focus Group Discussion) with management and members of KWT Cempaka, the collected data was then analyzed for the level of maturity for each activity in the value chain as listed in the table

Table.2: Maturity Level dalam Aktivitas Value Chain

		Modus	
Primary Activities	Inbound Logistic	Material Handling	3
		Warehousing	2
		Inventory Control,	2
		Transportation Scheduling	1
	Operation	Packaging	1
		Maintenance	4
		Back Testing	3
		Facility Operation	3
		Equipment maintenance	3
	Outbound Logistic	Finished goods storage	0
		Operation of goods delivery vehicles	0
		Order processing	3
		scheduling	3
	Marketing and Sales	Through Ads	0
		Promotion	2
		Sales Force	0
		Determination of the number of quotas	0
		Dealer Relations	2
		Pricing	1
Service	Installation/Demonstration Equipment	3	
	Plantation Improvement/Development	3	

		Training/ Post-harvest handling	2
		Product adjustment/ distributor check	0
	Procurement		2
	Technology Development		1
Supporting Activities	Human Resource Management	Recruitment	1
		Training	2
		Workforce development	2
		Compensation For all types of personnel	1
	Firm Infrastructure	General Management	3
		Planning	3
		Finance	2
		Accountancy	0
		Law	0
		Government Affairs	1
		Quality management	0

Source: Processed data 2023

The value chain analysis according to Porter will show the value chain framework which is divided into two activities, namely main activities and supporting activities.

Looking at the data collection results table Maturity Level dalam Aktivitas Value Chain above, it can be explained that in value chain activities, there are several activities that have not been carried out properly by the Cempaka Farmers' Group, namely: (1) storage of finished goods, (2) Operation of delivery vehicles, (3) Product adjustment / distributor checks, (4) legal, (5) accounting, (6) quality management. (7) Advertising, (8) Sales force, (9) quota setting. Based on these data, it can be interpreted that the activity with the lowest level of maturity is corporate/institutional infrastructure and marketing and sales. This shows that KWT Cempaka is still weak in terms of infrastructure and marketing or sales activities.

To improve and stabilize business operational activities owned by KWT Cempaka, it is necessary to improve these two factors in addition to several other sub-factors, for example related to storage of finished products, operation of transportation equipment. All of these factors encourage the sustainability of KWT Cempaka's business.

In this table there are several activities that are not defined or show that there is a process, but are still as they are, undocumented and non-standard, namely: transportation scheduling, packaging, pricing, recruitment, compensation, and government affairs. This happens evenly to all elements, there are parts that show undefined. It can be interpreted that there are still activities as they are, efforts need to be made to improve them to be more measurable and structured, so that business activity processes can run well and sustainably.

Several efforts must continue to be made by KWT Cempaka to survive and develop by improving infrastructure, coordinating with groups systematically by making activity schedules that can be known together, as well as continuing to improve partnerships with vegetable sellers, retail stores and official institutions by participating in several exhibitions and events. bazaars, especially those held by regional agencies.

Anticipating the challenges of digital transformation, KWT Cempaka members can learn or take part in digital training or recruit millennial sons and daughters so they can take advantage of

technology and digital platforms. So far, we still often experience difficulties in downloading applications for selling, uploading information and photos related to KWT Cempaka products on e-commerce sites, and continuing to try to maximize the variety of features presented by online sites. This learning process can be done starting from joining other business communities or MSMEs, looking for mentors, to attending various online classes or webinars.

When carrying out digital transformation, several business actors, including KWT Cempaka, experienced confusion in determining which platform to choose in order to reach a wider range of consumers. Therefore, before determining the digital platform to use, you must first determine the target consumer by starting to look for the right persona (profiling persona), knowing various information about the target market, starting from gender, age, location, habits, to their income. This information can help KWT Cempaka determine which digital platform to use, such as email, telephone, blog or social media.

CONCLUSION

The superior products of the Cempaka Women Farmers Group in South Tangerang consist of the cumin plant and its processed products, the python inch plant and its processed products, as well as the butterfly pea plant and its processed products. The concept of supply chain management (SCM) starts from seeds/seeds, planting activities to harvest, the process of processing crops or products into various types of processed products, distribution activities, to consumers or users as well as efforts to build partnerships for the sustainability of KWT Cempaka. Value chain analysis results show superiority in the production process as part of the primary activity factor, other primary activities need to be increased, while supporting activities still need to be improved with several partnership building strategies.

It is necessary to establish product quality standards for each processed product by making precise measurements (raw material standards) in writing and processing process standards. Packaging or packaging must provide attractiveness and reflect the processed products produced, this can be done by having lots of references and training. It is necessary to build partnerships with several SMEs as well as shops and retailers for the sustainability of KWT Cempaka.

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