

# Factors Determining the Success of the Independent Economic System, Case Study of Shrimp Farming in Indonesia

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## Abstract

Bumi Dipasena shrimp pond is one of the largest shrimp ponds in Indonesia. Various tidal conditions and conflicts occur in the management of partnership patterns and business patterns ranging from the eighties to finding a turning point in 2013 with independent revitalization. Bumi Dipasena has eight villages, each of which has its own village government. In one harvest, the turnover reaches billions of rupiah. The uniqueness of the partnership and business pattern that is currently being implemented is the existence of a business risk sharing and risk sharing system (CRU) with a profit sharing system consisting of a risk sharing system, a sharing system for infrastructure and an infrastructure distribution system. This pattern can form an independent economic system that can liberate farmers slowly from debt bondage. For that, it is necessary to know what factors are behind the success of Bumi Dipasena so that it can rise from adversity according to the parties involved in it. The method used is a qualitative descriptive approach. In this study data was collected by literature study, field observation and the implementation of In Depth Interview and focus group discussion (FGD) with resource persons who were representatives of the parties involved in Bumi Dipasena. The results obtained are in managing the cultivation business of vaname shrimp, there are several determinants of the success of the business and also the parties related to these factors. The internal factors of the farmers are the shrimp farming management skills, the motivation of the sense of belonging, cooperation and mutual cooperation, discipline, and then commitment to the profit sharing system and the CRU model applied by BUSB in each business unit. In addition to internal factors, external factors that determine the success of the vaname shrimp farm business on Bumi Dipasena are budget or investment capital, quality of shrimp seeds, disease drug technology, pond technology, availability of electricity, access to and out of Bumi Dipasena, village facilities, and climate and season.

**Keywords:** Success Factors, Shrimp Farming, Internal, External

## 1. Introduction

The shrimp farming business on Bumi Dipasena is a business that has long stood and experienced ups and downs. Starting from the end of the eighties Bumi Dipasena is a village with the largest shrimp farming commodity in the world whose business is managed by PT. Dipasena Citra Darmaja (PT DCD). The partnership pattern used by DCD at that time was a plasma-core partnership. This condition did not last long. Around 1990-1999, the economic crisis that hit Indonesia caused PT DCD to experience problems.

The turning point of the development of the shrimp ponds on Bumi Dipasena began in 2013. At that time the District Court menggala rejected PT. Aruna Wijaya Sakti (AWS) of 400 plasma farmers in Dipasena, Rawajitu Timur District, P3UW Bone Bones declared the implementation of the "Mandiri Revitalization Program". "Mandiri Revitalization" begins with a commitment from farmers to continue shrimp cultivation by creating a new partnership system that is more just and transparent through an economic platform called the Bumi Dipasena Farmer Cooperative (KPBD). This platform developed into a Village-Owned Enterprise (BUMDes). Currently Bumi Dipasena is managed with a partnership pattern that promotes joint ventures under the Village Owned Enterprises (BUMKAM), and is compiled in one Wind Shrimp Entrepreneur Association (P3UW) (Bumi Producer Dipasena, 2016)<sup>1</sup>

Under 8 BUMKAM, in each village, the business of shrimp farming on Bumi Dipasena is getting better. In one harvest for 1 lot or 2 plots of shrimp ponds, they get harvests of around 1,100 to 1,200 kg of shrimp of different sizes so that the turnover can reach sixty to seventy million. If it is reduced by operating costs, then the net profit gained reaches thirty million. In addition, this condition is getting better with the implementation of partnership patterns with the community with partnership, patterns of cultivation, patterns of supervision and unique or different financial patterns that promote an independent economic system. These patterns can form an independent economic system that can liberate farmers slowly from debt bondage that was previously felt when carrying out a plasma core partnership pattern. Based on this pattern, it is necessary to know what factors are behind the success of Bumi Dipasena so that it can rise from adversity according to the parties involved in it.

## 2. Literature Review

### 2.1 Partnership Pattern

Lan Linton<sup>3</sup> said that partnership is an attitude of running a business characterized by long-term relationships, a high-level collaboration, mutual trust, where suppliers and customers trade with each other to achieve shared

business goals. Louis E. Boone and David L. Kurtz<sup>4</sup> stated that partnership is an affiliate of two or more companies with a common goal, which is to help each other in achieving common goals. The key to success in providing opportunities to enhance the role of small businesses is through a partnership program where the Indonesian government, the president, has planned a partnership program through the link between foster father and business partners in regulating cooperative relations between large businesses and medium-sized businesses and small businesses.

In addition partnerships can also be divided into several types of partnerships. Beryl Levinger and Jean Mulroy (2004) <sup>5</sup> state that there are four types of partnerships, namely:

- a. Potential Partnership. In this type of partnership, partnerships care for each other but have not worked together more closely.
- b. Nascent Partnership. In this type of partnership, partners are partners, but partnership efficiency is not optimal
- c. Complementary Partnership. In this partnership, partners benefit and increase influence through great attention to the scope of activities that are fixed and relatively limited such as delivery programs and resource mobilization.
- d. Synergetic Partnership. This type of partnership provides partners with advantages and influence with the problem of systemic development through the addition of new scope of activities such as advocacy and research.

## **2.2 Core-Plasma Partnership**

Partnerships can be interpreted as cooperation in the business relationship, both directly and indirectly, on the basis of the principle of mutual need, trust, strengthening, and benefit that involves the actors of Micro, Small and Medium Enterprises with Large Businesses (hereinafter referred to as MSMEs Law) (Invite -And Number 20, 2008 concerning Micro, Small and Medium Enterprises)<sup>6</sup>.

In the Act there are several types of partnership patterns that exist in Indonesia that have been standardized, one of which is a partnership with a plasma core pattern. In Article 26 letter a of the MSMEs<sup>6</sup> Act, the core plasma pattern is the partnership relationship between Small Business and Medium Business or Large Business, in which Medium Business or Large Business acts as the core and small business as plasma. This company carries out coaching from the provision of production facilities, technical guidance, to marketing of products. In this core plasma pattern, a Large or Medium Business is a core company that has an obligation to build and develop a Small Business that becomes its plasma, namely plasma farmers in terms of: (a) Provision and preparation of land; (b) Provision of production facilities; (c) Providing technical guidance for business management and production; (d) Acquisition, mastery and improvement of the technology required; (e) Financing; (f) Providing other assistance needed for increasing business efficiency and productivity (Article 3 of Government Regulation No. 44/1997 concerning Partnerships)<sup>7</sup>. Then the rights of the Medium Enterprises and/or large Enterprises in this case the core company that carries out the partnership is to find out the performance of the partnership of the small business partners. The core-plasma partnership pattern is a partnership pattern that was formerly applied on Bumi Dipasena with large companies before independent revitalization.

## **3. Methodology**

This research uses descriptive qualitative approach. Bogdan and Taylor define qualitative methodology as a research procedure that produces description data in the form of written or oral words from people and observed behavior. Besides qualitative research is research that intends to understand the phenomenon of what is experienced by the subject of research holistically by way of description in the form of words and language in a special context that is natural and by utilizing various scientific methods (Moleong, 2007)<sup>14</sup>. Descriptive research is research that attempts to describe the current problem solving based on the data. This qualitative descriptive study aims to describe what is currently applicable. In it there are efforts to describe, record, analyze and interpret conditions that currently occur or exist. In other words, this qualitative descriptive study aims to obtain information about the existing situation.

To do data analysis, data collection needs to be done beforehand. In this study data was collected by literature study, field observation, and the implementation of In Depth Interview and focus group discussion (FGD) with resource persons who were representatives of the parties involved in Bumi Dipasena.

## **4. Results and Discussion**

### **4.1 Actors involved and their roles**

The actors involved in the business process of vaname shrimp ponds on Bumi Dipasena are divided into internal and external actors. Internal actors are parties that are directly related to vaname shrimp cultivation, starting from the process of vaname shrimp cultivation for approximately 2.5 months until administrative, operational and

financial management until the results of the farm are sold. Farmers and Sub Blocks Business Entities (SBBE) are two internal actors in the vaname shrimp cultivation business in Kampung Bumi Dipasena.

Farmers are the main actor in the management of vaname shrimp cultivation and business because all cultivation processes, starting from land preparation, seed stocking, and management to harvesting are done by the farmers themselves. The farmers on Bumi Dipasena began farming in 1990-1991. Initially the farmers were immigrants who were looking for jobs in Dipasena, starting from the process of registering, participating in training, and apprenticeships to placement as plasma farmers.

The total number of villages on Bumi Dipasena, starting from after the conflict until now, is 8 villages with a total of 9,027 farmers. Previously the farmers were bound to nucleus-plasma partnerships with the company, but with various perceived losses, the farmers carried out land guerrillas started in 1997 by holding meetings between farmers at night. The struggle has been successfully carried out until now.

In its implementation, one farmer processes 2, 4 to 6 lots of ponds. But ideally each farmer only manages 1 lot or 2 plots of pond. Each aquaculture activity is organized by a cooperative called SBBE (sub-block business entity) which is under BUMKam (Village Owned Enterprises). For example, in one of the villages on Bumi Dipasena, namely Bumi Dipasena Jaya, the sub-block division consists of, 12 Sub-Blocks, namely 6 and 7 Alfa-Foxtrot. Each has an SBBE that implements a joint business partnership pattern in the BUMKam container.

In addition to farmers, the internal actors involved in vaname shrimp pond business are the SBBE. It is a business entity that is responsible for managing the shrimp farm business in every one sub-block or RW. The Management of Business Entities of the Sub-Block is people who are selected from several members who join the Sub-Block Business Entity with the status of domicile as residents in the Sub-Block or RW. The election is carried out based on a deliberation decision with all members. The Management of the Sub Block Business Entity is directly responsible to the members' deliberations. The duties and obligations are to manage the Business Entity Sub-Block and represent in advance and outside the scope of the Sub-Block in accordance with the deliberation decisions with its members. The Management of the Sub-Block Business Entity includes the person in charge of the program, the person in charge of finance, the person in charge of social funds (Infak), person in charge of procurement of goods, person in charge of procuring seeds and harvesting services, and administration supervisor. In addition to the management, there are also BUSB employees. Employees of the Sub-block Business Entity are people selected from several residents with domicile status as residents in the Sub-Block or RW. Employees of the Sub-block Business Entity are appointed and dismissed by the management of the Sub-Block Business Entity. Employees of the Business Entity Sub Block are directly responsible to the Management of the Sub Block Business Entity. Employees of the Sub Block Business Entity consist of field officers, warehouse staff, and administrators.

Next is an external actor. In the vaname shrimp farm business, there are many external actors that directly or indirectly influence the business. The external actors in the vaname shrimp farm business are P3UW (Regional Shrimp Farmers Association), investors, seed suppliers, saprotam suppliers, Village Owned Enterprises (BUMKam), infra, government, media, Non-Governmental Organizations (NGOs), Organizations Community (Community Organizations), universities, buyers, collectors and factories.

#### a. P3UW

P3UW is an organization of Regional Shrimp Plasma Farmers Association which supervises vaname shrimp farmers in eight villages on Bumi Dipasena. Until 2018, the management has entered its third year. The number of management is at least 20 people at the P3UW center. In addition to the center there are regional / village administrators, sub-blocks (RW), and RTs. The election of the management is carried out by direct elections which are representatives of each sub-block. From each village, as many as 3 (three) of the best representatives were taken. Then 1 best representative from each village was obtained. So that 8 candidates were chosen from each village. Residents vote directly from 8 candidates. Furthermore, the management is chosen and formed by the elected chairman (formator).

In the management of the shrimp farm business, the financial statements are reported monthly to the village management of each business unit, and then socialized together to the farmers through joint gatherings. P3UW is more focused on the development of aquaculture economics so that success is not only based on farmer income, but measured by the economic movement of the farm.

P3UW itself is not only an association of shrimp plasma farmers, but also has its own business at the business unit level in the form of cooperatives and a container for shrimp collectors. So basically P3UW does not take advantage of the farmers, but has its own business related to shrimp farming. In business, P3UW has a role in organizing the cultivation and business of shrimp ponds.

The P3UW management coordination meeting is held every 1 time a week. Then the annual meeting is held every 1 time a year. In addition to the regular board meeting, communication between levels was carried out incidentally. However, decision-making meetings are still held in 3 or 6 months. Besides going through meetings, communication between members is done through whats-app and community radio groups for information dissemination.

b. Investor

Investment is an activity in an effort to gain profits in the future. People who invest are referred to as investors. The shrimp farming business in Bumi Dipasena Village consists of individual investors and institutions. Institutional investors, for example, are cooperatives with capital, P3UW who has capital, PT Setiga Sukses Bersama (PT SSB), and also P3UW heavy equipment division that provides capital in the form of heavy equipment. Individual investors can be from inside or outside the Bumi Dipasena area, from inside, for example, the farmers themselves. Individual investor from outside is anyone who wants to invest in Bumi Dipasena. In the process of revenue sharing, investors get a portion of 15% of the net profit.

c. Seed supplier

Shrimp seed suppliers are any business that provides shrimp seeds for aquaculture. Farmers are given the freedom to choose where to take shrimp seeds. Farmers will choose shrimp seed suppliers according to their efficiency and optimization such as the ease of getting it, the price, and the quality of the seeds because the quality of shrimp seeds will affect the resistance of the shrimp and the quality of the harvest.

During this time, some of the Bumi Dipasena farmers, especially those on Bumi Dipasena Jaya, took shrimp seeds from Kalianda, South Lampung. This area includes areas that are far from reach if sent by road. It is different if it is delivered by sea.

d. Saprotam supplier

Saprotam is a farming production facility. Saprotam itself consists of fertilizer and medicine to condition the temperature and content in shrimp ponds. Besides fertilizer and medicine, shrimp feed is also included in the saprotam type. In the case of buying saprotam, farmers are given the option to buy saprotam in business unit cooperatives or outside. Farmers also have the right to buy saprotam that matches the conditions of the ponds.

e. Village Owned Enterprises (BUMKam)

The Village Owned Enterprise (BUMKam) is a business entity whose purpose is entirely for the welfare of the village community. BUMKam is also referred to as BUMDes. Village-Owned Enterprises (BUMDes) are one of the village economic institutions that are fully managed by the community whose entire or most of their capital is owned by the Village through direct participation from village assets which are separated to manage assets, services, and other businesses for as much as - the greatest welfare of the village community. Of the 8 villages in Bumi Dipasena, there are also 8 BUMKam that manage farms in each village. All of these BUMKam are coordinated to BUMAKam (Inter-Village Community Enterprises).

f. Infra

Infra in Bumi Dipasena aquaculture can be an area and a part of a population. The inhabitants of Bumi Dipasena village whose heads of family are not fish farmers are referred to as infra. These infra residents live in the infra area, which is outside the pond area, but still in Bumi Dipasena village. Infra also has an Infra Management Board (BPI). The average infra population works as a supplier of materials for shrimp culture, for example a supplier of fuel for the operation of a pond.

g. Government

The government in this case consists of the central government, provincial government, district government and village government. The most visible role is the role of the village government in each village in Kampung Bumi Dipasena because most of the administrators in the village government are people who have also been and are still directly involved in the world of vaname shrimp ponds.

h. Media

Media is a means that can be used to convey information to the audience. The media comes from Latin and is the plural form of the word "Medium" which literally means "intermediary" which is the intermediary of the message source (a source) with the recipient of the message (a receiver) (Heinich, et al in Hermawan, 2007) 15. In the business of vanamei shrimp cultivation, the media is used as a place to find information and also to convey information. Shrimp market prices are usually taken from the highest average global market prices that can be seen on certain websites. To convey information, they used to use online media and electronic media. Bumi Dipasena uses whats-app group for communication between members. They also have community radio for information dissemination. In addition, Kampung Bumi Dipasena website is also quite active to update the latest articles or news that occurs in Kampung Bumi Dipasena.

i. Non-Governmental Organizations (NGOs) and Community Organizations (CSOs)

CSOs and NGOs are organizations that are established by individuals or groups voluntarily which aims to support and support public activities or interests without intending to take financial benefits (Herdiansah, 2016) 16. The role of CSOs and NGOs is more visible when Bumi Dipasena farmers are still struggling to get justice.

j. College

Universities in the shrimp farming business on Bumi Dipasena have a function as partners in efforts to improve and develop the shrimp farming business by conducting various research and community service which are part of the Tri Dharma College.

k. Buyer

The buyer is the party who directly buys vaname shrimp harvest from farmers. Then it will be sent to collectors.

l. Collector

Collectors are part of the vaname shrimp market that buy shrimp harvest from buyers and later the harvest will be sent to factories in major cities such as Jakarta, Palembang and Surabaya. In Bumi Dipasena itself, the number of active collectors is no more than 3 collectors.

m. Factory

The factory in this case is a shrimp processing plant. The factory receives the results of vaname shrimp ponds sent by collectors. Processed shrimp from the factory will be marketed both domestically and exported abroad.

**4.2.2 Successful Factors**

**4.2.1 Internal**

- Shrimp cultivation skills  
 Without adequate shrimp farming expertise, farmers will not be able to optimally manage ponds well to produce good quality shrimp harvests.
- Motivation of the same boat  
 The history of the establishment of Bumi Dipasena today is inseparable from the conditions of the past which made the people of Bumi Dipasena aware of the condition. This sense of belonging is a motivation for them not to return to those difficult times that have already passed.
- Cooperation and Mutual Cooperation  
 The current business pattern of vaname shrimp ponds cannot be separated from strong cooperation and mutual cooperation. With the profit sharing system and business risk reserve model (CRU) applied, farmers must cooperate and collaborate to avoid loss or crop failure.
- Discipline  
 Discipline in shrimp culture management and the implementation of shrimp farming business are also a factor in the success of vaname shrimp farm business. Without discipline, farmers will not be able to cultivate vaname shrimp properly and the profit sharing financial system and CRU model cannot be applied.
- Commitment  
 As with discipline, commitment is also important in the management of shrimp farming and the implementation of shrimp farming business. Without the commitment of each farmer and other parties, the shrimp farm business flow will not work properly.
- Financial System / Profit Sharing, Business Risk Reserve Model (CRU)  
 The profit sharing system and the application of the CRU model is unique in the management of the shrimp farming business on Bumi Dipasena. The results sharing pattern can be seen in the following table:

Table 1 Business Profit Sharing Pattern

No	COMPONENT	CODE	DESCRIPTION
1	SALES	A	Cultivator's results
2	CULTIVATION FEES	B	Collection of funds from investors
3	GROSS RESULTS	C	A minus B
4	INFAQ	D	2,5% of C
5	RESULTS AFTER INFAQ	E	C minus D
6	BUSINESS RISK RESERVE	F	10% of E
7	RESULTS OF THE PARTIES	G	E minus F
8	CULTIVATION	H	80% of G
9	CAPITAL	I	15% of G
10	BUMDes MANAGEMENT	J	5% of G

What is different from the profit sharing system is the Infaq and CRU systems. Infaq is a form of charity of 2.5% of the gross income of the farmers used to assist village development, for example helping the mosque in the village. Besides that, there is something called CRU. CRU can also be said as a guarantee / insurance, which serves to help farmers who fail and secure investor investment by making a collective agreement. If there is one farmer who fails to harvest, then the farmer will cover the losses from the CRU fund. CRU control can be seen from the results of financial reporting shared in monthly reporting forums. Farmers who have taken CRU funds will make more efforts to return CRU funds (10% per month) because they feel embarrassed. If there is a continuous crop failure by the farmer, then P3UW will be assisted. This is why cooperation, mutual cooperation, discipline and commitment are very important in the ongoing business of vaname shrimp ponds.

1. The benefits obtained in implementing the CRU model finance are;
2. There is a risk reduction (that farmers do not become indebted if there is a crop failure)
3. Infrastructure improvements from CRU funds
4. Fostering a sense of cohesiveness because the problems are shared

5. There is a monitoring system for each other that arises due to the CRU system
6. Farmers can become investors
7. There are opportunities for business development again

#### 4.2.2 External

- **Budget or investment capital**  
The budget or capital is the first provision owned by farmers to be able to process shrimp ponds. Without initial capital, farmers certainly cannot start a business. For this reason, the role of investors is very important, especially at the beginning of the process of processing shrimp ponds.
- **Quality of shrimp seeds**  
The quality of shrimp seeds will certainly affect shrimp survival and the quality of shrimp ready for harvest to be marketed. With good seed quality and good management of shrimp ponds, the pond will produce harvested shrimp that are of high selling value.
- **Disease Drug Technology**  
Drug technology to prevent and treat shrimp disease needs to be taken more seriously. Until now, shrimp that have been affected by the disease will most likely die. This causes farmers to fail to harvest. Besides that, there are no drugs that can be used to cure shrimp disease, but only prevent them. Until now one of the obstacles that are often complained about by shrimp farmers in Bumi Dipasena is the emergence of shrimp disease such as White Spot Syndrome (WSS) which has no cure. For this reason, it is necessary to innovate to overcome this problem, so that the vaname shrimp farm business will grow.
- **Pond Technology**  
Pond technology in this case relates to windmills and other technologies that make it easier for farmers to manage their shrimp ponds. Farm technology is also associated with adequate electricity. There needs to be an effort from the government to collaborate with universities to conduct research and development on pond technology.
- **Electricity**  
Electricity in Bumi Dipasena is still very limited. There are two ways to meet the electricity needs in Bumi Dipasena, namely diesel and solar power. For the management of the ponds themselves, such as rotating the mill, farmers use diesel to operate, so the cost for diesel is also quite large. For daily needs, the people of Bumi Dipasena use solar power and some diesel for lighting in their homes. Electricity from PT. PLN has not entered the Bumi Dipasena area. For this reason, it is necessary to innovate to overcome this problem, so that electricity is not an obstacle to the business of vaname shrimp ponds on Bumi Dipasena.
- **Access**  
The road to and out of the location of Bumi Dipasena shrimp pond is an important factor in the distribution of various needs and results of shrimp ponds. At present, the condition of the road to Bumi Dipasena is still very damaged and apprehensive. For this reason, the government must take part in improving the infrastructure of the road to and from the location of the pond. Besides road, sea lanes should also be developed to facilitate and accelerate the distribution of harvested shrimp.
- **Village Facilities**  
Village facilities in the form of roads, canals, bridges and aquaculture are important factors in the success of shrimp ponds in Bumi Dipasena. Until now, Bumi Dipasena area can only be traversed by motorbikes, bicycles, pedestrians and boats for canals. For the canal itself, there are canals for moving ships. The constraints experienced are the tides in the canal which make it impossible for the ship to move in certain areas at any time, especially during the shrimp harvest season. The bridge in Kampung Bumi Dipasena is mostly made of iron and wood. Many bridges are corrosion and the wood has started to break. For this reason, it is necessary to have the role of the government in improving and developing village facilities as best as possible. During this time, village facilities were built independently by the community.
- **Climate and Season**  
Climate and season are two factors that cannot be taken into account and out of control. Erratic conditions of climate and season changes will affect the pond conditioning pattern before cultivation and during cultivation. How the condition of the water remains in the right condition to get a good harvest.

## 5. Conclusion and Suggestion

### 5.1 Conclusion

In managing the vaname shrimp farming business, there are several determinants of the success of the business as well as those related to the existing factors such as the internal factors of the farmer, namely the shrimp farm management skills, motivation of the sense of belonging, cooperation and mutual cooperation, discipline, and commitment. Without all of these things, it is not certain that the farmer managed the shrimp pond business properly. Apart from farmers, the existence of a profit sharing system and the CRU model applied by BUSB in

each business unit is an important limitation that needs to be followed by farmers in order to reduce the risk of debt that has occurred before the existence of the profit sharing system. In addition to these two internal factors, there are many other external factors that influence such as budget or investment capital, quality of shrimp seeds, disease drug technology, pond technology, availability of electricity, easy access to and out of Bumi Dipasena, village facilities, and climate and season.

## 5.2 Suggestion

Of the various success factors that exist, some of these factors, especially those related to external parties, are still a problem and obstacle in the management of vaname shrimp pond business on Earth Dipasena such as disease drug technology, pond technology, availability of electricity, access to and out of the Earth Dipasena and village facilities. If you look at the categories of factors that are still obstacles, the role of the Government needs to be increased again. Like electricity and access, the district government should focus the development in the area of Bumi Dipasena. Then village facilities also need the role of village or village government. The last is technology, both drug and fish technology. In this case, cooperation between universities and local government needs to be done to find solutions to drug and pond technology problems.

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