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ARTICLE

Partnership Pattern between Robusta Coffee Farmers and Mukidi Coffee Home Industry in Gandurejo Village, Temanggung, Central Java

Watemin ^{*}, Esti Lestari

Department of Agribusiness, Universitas Muhammadiyah Purwokerto, Karangsoka, Purwokerto 53182, Indonesia

ABSTRACT

Temanggung Regency is one of the coffee-producing areas in Indonesia and a leading coffee-producing area in Central Java. In the area, there is the Mukidi Coffee Home Industry, which serves as a center for processing, selling, training, and operating coffee shops in the Temanggung area. A partnership has been established between the Mukidi Coffee Home Industry and Robusta farmers in Gandurejo Temanggung Village to help identify the location of the ongoing partnership, so that by recognizing the strengths and weaknesses of each party, it is hoped that they will be satisfied with the implementation of the partnership. This study aims to examine the partnership pattern applied by the Mukidi Coffee Home Industry in collaboration with Robusta coffee farmers, analyze the relationship between robusta coffee farmers and the Mukidi Coffee Home Industry, and evaluate the final results between robusta coffee farmers and the partnership established with the Mukidi Coffee Home Industry. The method used is a field study, where data were collected through direct observations, in-depth interviews, and documentation. Meanwhile, the data analysis was conducted using qualitative descriptive analysis with a triangulation model. The results of the activity show that there is a common pattern of trading partnership with a mutually beneficial partnership relationship and the end result achieved is mutually beneficial for both parties.

Keywords: Small and Medium Enterprises; Coffee Farmer Partnership Pattern; Home Industry

*CORRESPONDING AUTHOR:

Watemin, Department of Agribusiness, Universitas Muhammadiyah Purwokerto, 53182, Indonesia; Email: watemyn@ump.ac.id

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1. Introduction

Indonesia is the world's fourth-largest coffee producer, after Brazil, Vietnam, and Colombia. Based on the 2022 data report from the International Coffee Organization, Indonesia's coffee production reached 794.8 thousand tons. Coffee has been produced since the 15th century, and to date coffee is one of the most consumed beverages, even considered a modern lifestyle icon. Today, there are more than 80 varieties of coffee in the world, but two varieties have higher economic value, namely Arabica coffee (*Arabica Coffee*) and Robusta coffee (*Coffea canephora*)^[1].

Increasing domestic coffee consumption presents an opportunity to improve the welfare of farmers. The potential of coffee plantation land resources, totaling 1.3 million hectares, supports this opportunity, benefiting around 5 million farming families and serving as an agribusiness promoter. The robusta coffee production centers in Central Java are in the districts of Temanggung (30.27%), Semarang and Salatiga (10.86%), Kendal (8.69%), Jepara (7.67%) and Wonosobo (6.06%). Meanwhile, Arabica coffee production centers are in areas such as Temanggung (22.16%), Wonosobo (15.1%), Banjarnegara (10.23%), Klaten (9.03%) and Pemalang (8.06%)^[2].

Temanggung Regency is one of the main coffee-producing areas in Indonesia and is the leading coffee-producing area in Central Java. In 2021, the area of coffee plantations was recorded at over 11,000 hectares. Of this, the area of Robusta coffee plantations was 8158.55 hectares and the output is around 10,254.32 tons or an average productivity of more than 1.2 tons/ha. Robusta coffee agribusiness in Temanggung Regency still has development potential, both through extensification and intensification plans to increase productivity, as well as improve quality and develop downstream industries. Robusta coffee produced from this area is expected to have the potential to become a specialty coffee product because it has a unique taste.

To increase coffee production and make it more high-quality, the role of agricultural development is essential. Temanggung Regency has been identified as a coffee center in Central Java, yet it faces various problems that hinder the development of coffee farming. One of the things that farmers need to do is to form an institution or company

that can provide facilities and infrastructure, as well as promote their products because the weakness of farmers is in utilizing various commercial service institutions, such as financial institutions, market institutions, and agricultural production facilities. There is also a lack of access and responsiveness to information sources^[3,4].

Agricultural business partnerships are a means of cooperation that embody partnership synergy, namely creating an atmosphere of balance, harmony, and competence based on mutual trust between companies and partner groups, with the goal of meeting shared needs and achieving mutual benefits^[5]. A partnership is also defined as a business strategy carried out by two or more parties within a certain period of time to gain mutual benefit based on the principle of mutual demand and mutual development^[6].

The problem that farmers often face when conducting agricultural business partnerships is the imbalance between the implementation of the partnership model and the level of economic benefits obtained, so the expected benefits are not fully realized. To address this issue, smallholders and partner companies need to be willing to implement partnership models and have an agreed partnership mechanism in place to achieve common goals. It is expected that the implementation of a partnership model between Robusta farmers and the Mukidi Coffee House Industry will help address the challenges faced by farmers and increase their income through such collaborations. The Mukidi Coffee House Industry is a facility managed by a coffee farmer who is also an entrepreneur, engaged in processing, selling, training and coffee shops in Temanggung Regency. Mukidi, who is a coffee farmer and entrepreneur, is often a resource person at various meetings about agriculture and is a pioneer of independent farmer groups in Temanggung. Mukidi aspires for all coffee farmers in his homeland to become capital independent farmers. Therefore, Mukidi has collaborated with farmers who hope that farmers in Temanggung will be financially independent.

Business partnerships have the goal of increasing revenue, business continuity, production quantity, production quality, improving the quality of partner groups, increasing business growth, and improving the business capabilities of independent partner groups. To improve the quality of human resources, technology, capital/credit and marketing, small business groups need support from the

government. The benefits of partnerships include ensuring product quality, quantity, and continuity, and providing a fairly high social impact, namely brotherhood between economic actors of different statuses. From the partnership system, it will be able to overcome the lack of information and market risks, it can also be used as a solution to overcome product price risks, then increase farmers' income, which is a place of high productivity in reducing price risks and production risks. Partnerships not only have the potential to increase farmers' incomes, but also have a multiplier impact on rural economies and wider coverage. The implementation of the partnership does not necessarily follow the initial agreement, because there will be obstacles in the partnership process. Therefore, it is necessary to analyze the success of Robusta coffee farmers with Mukidi Coffee Home Industry in establishing partnerships to help identify the locations of ongoing partnerships, so that by recognizing the strengths and weaknesses of each party, it is hoped that they will be satisfied with the implementation of the partnership. This is essential to achieve a mutually beneficial and mutually reinforcing partnership^[7-12]. Based on the explanation above, this activity aims to: (1) identify the partnerships patterns established between the Mukidi Coffee House Industry and Robusta coffee farmers; (2) examine the relationship between Robusta coffee farmers and the Mukidi Coffee House Industry; and (3) evaluate the outcomes of the partnerships established between Robusta coffee farmers and the Household Industry.

2. Materials and Methods

This research was carried out at the Mukidi Coffee House, Gandurejo Temanggung Village, Central Java Province. The research was carried out using a field study method. The research data were obtained by conducting in-depth interviews in accordance with the goals to be achieved. The research data were obtained through interviews conducted with the head of Mukidi Coffee as the owner and 10 farmers who are partners. The data obtained were then analyzed qualitatively. Data analysis in qualitative research requires conceptualization, namely the process of compiling concepts that are carried out before entering the field. This was then continued with categorization and description, which were done while in the field. The data analysis in this study used the interactive model

method^[13]. Important activities in this analysis include data reduction, data presentation, verification, and conclusion-making.

3. Results and Discussion

3.1. Partnership Pattern

A partnership is a mutually beneficial business relationship between farmers and partner companies accompanied by coaching and development by partner companies, so that they meet each other's needs, benefit mutually, and reinforce one another. To get better results in partnerships that occur between two or more parties in forming cooperative bonds on the basis of agreement and mutual need in order to increase capacity in a specific business field or goal. From the partnership of farmers as a weak group in the partnership system, it is expected that they have strong capital, market, and technological capabilities. The cooperation established between farmers and companies has gone through a process that has been mutually agreed upon and approved. Various obstacles faced by farmers in marketing can be reduced by partnering with industry^[14]. Robusta coffee farmers who have established partnerships with the Mukidi Coffee House Industry have done so on the basis of their own volition because of the certainty of market guarantees and production facility credit from the Mukidi Coffee House Industry for farmers. Partner farmers are small farmers with an average land area of 1 hectare who genuinely need guidance from partner industries. The party from the Mukidi Coffee House Industry also provides guidance to farmers and opens consulting services to farmer if they experience problems. Based on the results of interviews that have been conducted with farmers and companies, data were obtained on how the partnership pattern carried out between Robusta farmers and the Mukidi Coffee House Industry can be presented in **Figure 1**.

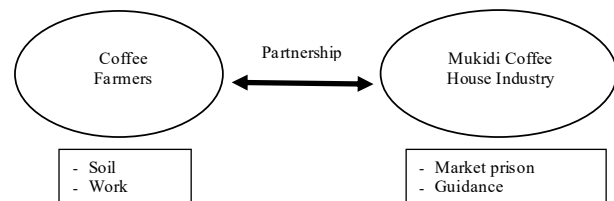


Figure 1. Partnership Pattern between Robusta Coffee Farmers and Mukidi Coffee House Industry.

Source: (Primary data processed, 2024).

Based on **Figure 1**, it can be seen that farmers as partners must provide their own land and labor. The Mukidi Coffee House Industry also provides guidance and guarantees market certainty to Robusta farmers. Data were also obtained on how the partnership pattern between robusta farmers and the Mukidi Coffee House Industry was carried out, namely for the partnership pattern carried out between Robusta farmers and the Mukidi Coffee House Industry is a general trade partnership pattern. The Mukidi Coffee House Industry markets and processes the production of partner groups (farmers). Farmers supply the needs needed by partner companies, namely Robusta coffee raw materials which will later be processed into ground coffee, but in this pattern there is an agreement where the products produced by farmers to be supplied to the Mukidi Coffee House Industry must be in accordance with the conditions and quality of the products that have been mutually agreed upon. Research conducted by ^[15] also states that a joint agreement regarding product quality standards is needed to implement partnerships. In this partnership, farmers do not need to find buyers, farmers only need to send their prod-

ucts to the Mukidi Coffee House Industry and the Mukidi Coffee House Industry is obliged to pay for the products in accordance with the farmers according to mutual agreement.

The payment system in the partnership process between robusta farmers and the Mukidi Coffee House Industry usually uses a ToP (Term of Payment) payment system. The ToP payment system carried out is a payment due or term, which means that in the term payment method where Mukidi Coffee Home Industry itself can make payments after the goods are received with a payment period starting 14 days after the date of invoice issuance. Meanwhile, the results of the research led to conclusions about value chain partnerships and farmer entrepreneurship. More clearly the results of the study can be seen in **Figure 2** ^[16].

Based on **Figure 2**, it can be seen that value chain partnerships are more effective in supporting entrepreneurial learning for smallholder farmers in order to increase their resources (either tangible resources such as financial assets or equipment or intangible resources, such as market knowledge and information).

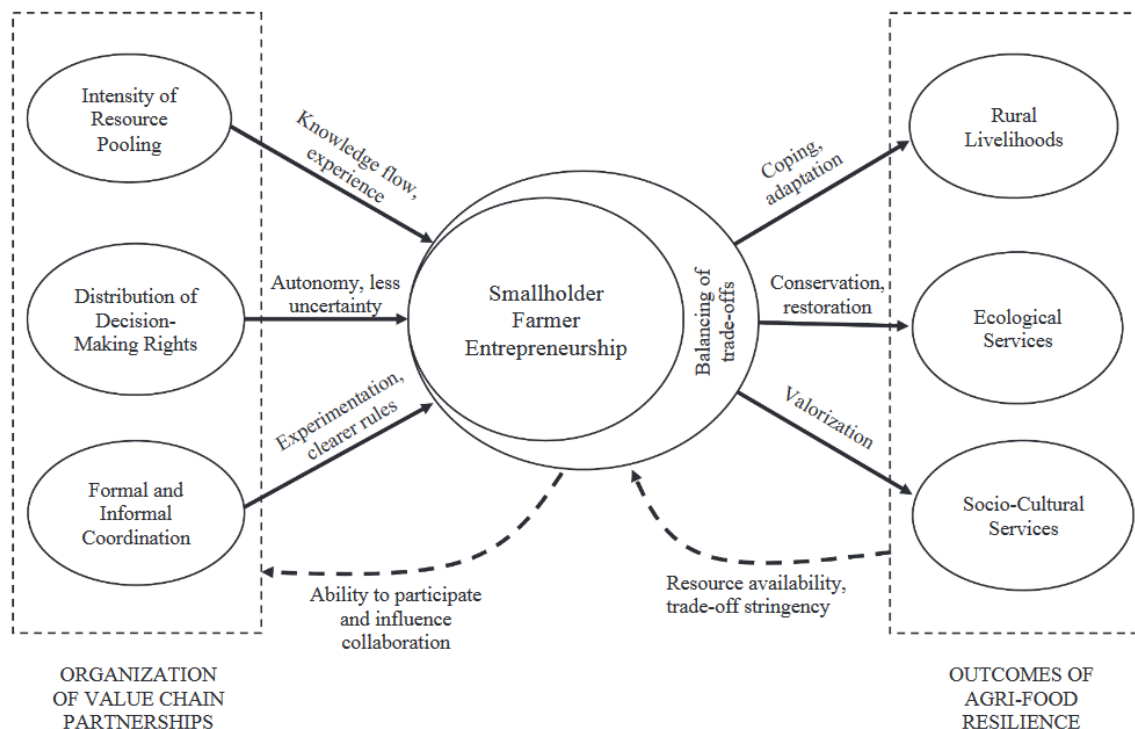


Figure 2. Connecting value chain partnership organizations, smallholder entrepreneurship and food agriculture system resilience outcomes.

Source ^[14].

3.2. The Relationship between Robusta Coffee Farmers and the Mukidi Coffee House Industry

In establishing a partnership relationship between Robusta farmers and the Mukidi Coffee House Industry, namely:

a. Common Goals

The robusta farmers and the Mukidi Coffee House Industry have the same goal, which is to survive and develop.

b. Shared Benefits

From the perspective of Robusta farmers and the Mukidi Coffee House Industry, everything is mutually beneficial for both parties. The mutual benefit is that partner companies benefit from a reliable supply of raw materials and farmers benefit from the sale of their products with the availability of markets ready to accommodate their products. Farmers do not need to find buyers, they only need to send their products to partner companies and partner companies are obliged to pay for the products produced by farmers.

c. Mutual Trust

The relationship between Mukidi Coffee House Industry and Robusta coffee partner farmers is one of mutual trust. When making payments on time, delivery time, and product quality are in accordance with mutual agreement so that a long-term partnership can be established. The partnership that has been established between the Mukidi Coffee House Industry and farmers has lasted for approximately 7 years.

d. Transparent

Between Mukidi Coffee Home Industry and Robusta coffee partner farmers, this is quite open, especially in terms of price calculations and other data, such as when weighing the coffee supplied by the farmers, which is witnessed together with the Mukidi Coffee House Industry. However, both parties have a legal and moral obligation to maintain confidentiality. Transparent relationships can increase mutual trust, and vice versa. Mutual trust requires mutually beneficial openness. The price transparency offered by Mukidi Coffee Home Industry is a price that is higher than the price prevailing in the market. If the prevailing market price is higher, farmers are allowed to sell their coffee to the market. According to ^[17], a pseudo part-

nership will harm farmers, so a transparent partnership pattern is needed. A transparent partnership pattern will create equality between farmers and the industry, the conditions are indeed more empowered. Transparency in every activity is also needed for the purpose of transforming expertise from each partner party ^[18].

e. Long-Term Relationships

Mukidi Coffee Home Industry with Robusta coffee partner farmers who have the same interests and trust each other often requires long-term cooperation. The partnership that has been established between the Mukidi Coffee House Industry has been established for approximately 7 years. As a result of this long-term partnership that has been established, the quality of the product can also be improved.

In the relationship between Robusta coffee farmers and the Mukidi Coffee House Industry, they have rights and obligations to the Robusta coffee farmers themselves as well as from the Mukidi Coffee House Industry. The rights and obligations of Robusta farmers themselves can be seen in **Table 1**.

The partnership that occurs between Mukidi Coffee House Industry and Robusta coffee partner farmers includes the sharing of responsibilities between each partner. From the side of Robusta farmers, they are entitled to receive guidance from Mukidi Coffee House Industry, which is a coffee expert, and therefore can be a forum for consultation related to coffee produced by farmers and can provide guidance to partner farmers. In addition, the right obtained by Robusta coffee partner farmers is to receive payment for the product at the agreed price. The importance of coaching carried out by partners for farmers will have a positive impact on the quality of coffee produced by farmers ^[19]. Meanwhile, research conducted by ^[20] stated that in partnerships between sugar cane farmers and sugar factories, farmers have an obligation to cultivate land that has not been used so far so that the sugar factory has certainty about obtaining raw materials.

From **Table 2**, it can be explained that the Mukidi Coffee House Industry has the right to receive a supply of Robusta coffee from farmers and can also return the product if it is not in accordance with the agreement. Therefore, partner farmers are obliged to maintain the quality of Robusta coffee until it reaches the Mukidi Coffee House In-

dustry. The Mukidi Coffee House Industry is also required to conduct training and to pay for Robusta coffee that has been supplied according to the agreement. The rights and

obligations of each party, between farmers and industrial partners, are made on the basis of mutual agreement and mutual benefit ^[21,22].

Table 1. Rights and Obligations of Robusta Coffee Farmers.

No.	Right	Obligation
1.	Get paid according to the agreed price	Conducting initial stage sorting before being supplied to the Mukidi Coffee House Industry
2.	Getting guidance from the Mukidi Coffee House Industry	Maintaining the quality of coffee in the hands of the Mukidi Coffee House Industry
3.	Facilities received by the Mukidi Coffee House Industry	Committed to the Mukidi Coffee House Industry

Source: (Primary data processed, 2024).

Table 2. Rights and Obligations of the Mukidi Coffee House Industry.

No.	Right	Obligation
1.	Getting a supply of Robusta coffee from farmers	Conducting training for robusta coffee farmers
2.	Returning Robusta coffee if it does not comply with the agreement	Pay for robusta coffee as you bargain

Source: (Primary data processed, 2024).

3.3. The Final Result of the Partnership between Robusta Farmers and the Mukidi Coffee House Industry

With a land area of 1 ha, Robusta coffee farmers can produce as much as 1 ton of Robusta coffee. Meanwhile, the coffee purchased by Mukidi Coffee House Industry is 2 tons at a price of IDR 23,000 per kg. Because Robusta coffee partner farmers supply once every 6 months, the income obtained by farmers from one-time supply in the partnership pattern is IDR 26,000,000. Due to the current COVID-19 pandemic, the raw materials requested have decreased and the income obtained by Robusta coffee partner farmers has also decreased. Whereas they could normally supply an average of 2 tons, they are currently able to supply only 3 to 4 quintals. Even so, Robusta coffee farmers are still committed to supplying the Mukidi Coffee House Industry.

In the partnership pattern, it is hoped that it will benefit both parties, although there may be some obstacles and of course the partnership pattern will also have weaknesses that can harm one of the parties. The advantages and disadvantages received by the Mukidi Coffee House Industry and Robusta coffee partner farmers so far are shown in **Table 3**.

Mukidi Coffee House Industry and Mukidi coffee partner farmers have a mutually beneficial relationship. **Table 3** above explains that the Mukidi Coffee House

Industry benefits from a definite supply of raw materials and farmers benefit from the sale of their products with the availability of markets ready to accommodate Robusta coffee. The Mukidi Coffee House industry also benefits from a lower risk of crop failure because with partner farmers, the risk of crop failure is borne by partner farmers. In addition, with partner farmers, the cost of renting coffee cultivation land to meet consumer demand is reduced because partner farmers use their own land. Another advantage is that having a partner farmer can cut labor costs because production activities are the responsibility of the partner farmer. Research conducted by ^[23] states that rubber farmers who partner with industry can reduce production risks and thus increase their income compared to farmers who do not partner. Similarly, research ^[24] states that partnerships between palm oil farmers and companies provide benefits to both parties.

In **Table 4**, it is explained that one of the advantages of farmers is that they do not have to look for buyers, farmers only need to send Robusta coffee to the Mukidi Coffee House Industry, and the party from the Mukidi Coffee House Industry pays for the products produced by the farmers according to the agreed price. Another advantage that partner farmers get in supplying coffee to the Mukidi Coffee House Industry is that they get a higher selling price than others. Partnering with Home Industry, both Mukidi coffee and the farmers gain valuable experience and guid-

ance, as the Mukidi Coffee Home Industry consists of coffee experts who can serve as a forum for consultation and guidance. Research conducted by ^[25] stated that rice farmers who partnered with Perum Bulog received a lot of guidance and coaching in terms of improving the quality

of harvest results and increasing farmer capacity through ongoing discussions. Likewise, research ^[26] stated that mentoring and extension activities continued with written partnerships by the industry to organic farmers were able to increase farmer income.

Table 3. Advantages and Disadvantages of the Mukidi Coffee House Industry.

No.	Adventure	Debilitation
1.	Can reduce land rental costs	Unable to monitor cultivation activities continuously
2.	Reduces the risk of crop failure	
3.	Reduce the workforce	
4.	Guaranteed supply of raw materials	

Source: (Primary data processed, 2022).

Table 4. Advantages and Disadvantages for Robusta Coffee Farmers.

No.	Adventure	Debilitation
1.	Farmers get high selling prices	There is only one market
2.	Farmers will get information about coffee cultivation	
3.	Gain a wealth of experience because the home industry partner is a coffee expert	
4.	Improving farmers' welfare	
5.	Get the availability of a market that is ready to accommodate coffee harvested by farmers	

Source: (Primary data processed, 2022).

4. Conclusions

a. The partnership pattern carried out between Robusta farmers and the Mukidi Coffee House Industry is a general trading partnership pattern. The Mukidi Coffee House Industry markets and processes the production of partner groups (farmers). Farmers supply raw materials needed by partner companies, namely raw materials for Robusta coffee which will later be processed into ground coffee. In this pattern there is an agreement that the products produced by farmers and supplied to the Mukidi Coffee House Industry must meet the agreed-upon conditions and quality standards. The payment system in the partnership process between robusta farmers and the Mukidi Coffee House Industry usually uses a ToP (Term of Payment) system. The ToP payment system used is a deferred payment or a term payment.

b. The relationship between the Mukidi Coffee House Industry and Robusta coffee partner farmers has the same goal, namely to survive and develop. With the same goal, they also achieve things that are mutually beneficial for

both parties. When it comes to working together, they also trust each other and not only think about one-sided advantages. Transparent relationships can also increase mutual trust, and vice versa. Mutual trust requires mutually beneficial openness. Mukidi Coffee House Industry with Robusta coffee farmers partners who have the same interests and trust each other, so they often require long-term cooperation. The partnership that has been established between the Mukidi Coffee House Industry and the farmers has lasted for approximately 7 years. In this partnership, of course, each party has its own rights and obligations.

c. Robusta coffee partner farmers who partner with Mukidi Coffee House Industry usually supply 2 tons every 6 months, but due to the pandemic the raw materials supplied have decreased to approximately 3 quintals. In forming a partnership, of course, there are advantages and disadvantages for each party.

Author Contributions

W. and E.L. conceived of the presented idea. W. put the methodology. W. developed the theory and performed

the computations. E.L. gave W. much data to curate it. Furthermore, W. prepared an original draft. E.L. contributed to sample preparation. W. manage all the processes without funding. All authors have read and agreed to the published version of the manuscript.

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Conflicts of Interest

The authors declare no conflict of interest.

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