



RESTRUCTURING OF SOY BEAN PROCUREMENT

IN COMPOSING POLICIES AND STRATEGIES FOR TOFU AND TEMPE PRODUCERS

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Procurement of soybean for tofu and tempe commodities was obtained from Primary Cooperative of Producers of Tempe Tahu Indonesia (Primkopti) and free market. The type of soybeans distributed by Primkopti is imported and local soybeans. In reality, tofu / tempe producers are more interested in using imported soybeans than local soybeans. In addition to the quality of imported soybeans that are better, especially in making tempe, the use of imported soybeans will provide a texture that is more supple and tough. Before the economic crisis, there were no problems in the acquisition of soybeans considering the relatively affordable price of tofu/tempe producers, but after the crisis, prices soared. The average increase in selling price of soybeans through Primkopti was 43.67%, while through the free market the increase was 69.70%. In the tofu industry, the average production costs increased by 2.3% while the average revenue decreased by 20.3%.

In present conditions, Indonesia's soybean imports continue to increase because local production has not been able to meet soybean needs. According to the Ministry of Agriculture, it is estimated that in 2019 the need for 3,250,000 kg of soybeans is fulfilled by local production of 1,200,000 kg (37%) and the remaining exports of 2,050,000 kg (63%). This number indicates that the number of people continues to grow, the demand for processed soybean products continues to increase and dependence on exports will remain high.

Primkopti as a cooperative for tofu and tempe producers, needs to look at changes continuously by taking into account the conditions of business systems, strategies and business management. To maintain and improve competitiveness and efficiency, Primkopti is required to conduct business restructuring in order to improve the cooperative business performance itself

Key words: Restructuring, policies and strategies

I. Introduction

1.1 Background

Economic development has the meaning of potential economic processing into the strength of the real economy through investment, by using of technology and through the addition of organizational and managerial capabilities primarily aimed at improving the welfare of the weak economic community. Indonesian cooperatives are based on Pancasila and the 1945 Constitution and are based on the principle of family kinship. The purpose is to advance the welfare of members in particular and society in general and to participate in



building the national economic order in order to create a progressive. Cooperative aims to improve the welfare of members in particular and society in general as an inseparable part of a democratic and just national economic order.

In practice, cooperatives can gather membership from a large number of communities to be driven to spur the creation of technical efficiency, allocative efficiency, and social efficiency so as to encourage the development of a low cost economy in society. This means that in the aggregate the cooperative will have a broad impact on equity and social justice. In this case, cooperatives have the potential to create external benefits in the economy and internal benefits for members in the form of collective efficiency and social strength, to further contribute to building economic democracy.

One type of cooperative business is producer cooperatives in the field of cooperative business, namely in the commodity of soybean and obtained from Primary Cooperative Producers of Tempe Tahu Indonesia (Primkopti) and outside of cooperatives (free market). Soybeans distributed by Primkopti are imported and local soybeans. In reality, tofu/tempe producers are more interested in using imported soybeans than local soybeans. In addition to better quality of imported soybeans, especially in making tempe, imported soybeans will give the texture of tempeh which is more elastic and clayey. At present the price of soybeans has soared, the increase in the average selling price of soybeans through Primkopti is 43.67%, while through the free market the increase is 69.70%. In the tofu industry, the average production costs increased by 2.3% while the average revenue decreased by 20.3%. Judging from the proportion of expenditure for each production factor, the largest cost component of total costs is the cost of buying soybeans. In the tempe industry, the strategy is to change the size.

As an enterprise, cooperatives that seek to procure soybeans are not free from economic influences and changes, which essentially have to manage businesses to achieve competitiveness and business efficiency. Competitiveness and efficiency do not materialize naturally or automatically, but need effort through the choice of business systems, strategies and appropriate business management. On the contrary, business systems, strategies and business management that are not right, have an influence on achieving competitiveness and efficiency. For this reason, cooperatives as a company need to always and continuously examine changes and conditions in business systems, strategies and business management. At present there are problems that cause business actors to be unable to guarantee competitiveness and efficiency, so that it requires corrective steps. Restructuring the system, strategy and business management to maintain and improve competitiveness and efficiency is a business restructuring and currently business restructuring is also a necessity in cooperatives.

It is realized that business restructuring in cooperatives is relatively still foreign because the company's strategy through business restructuring is indeed many and prevalent in corporate companies. Seeing the benefits of business restructuring for cooperatives, then when the initial stages need to be prepared a model of business restructuring that is suitable for cooperatives in the sector of tofu, which is to improve business performance, especially restructuring in the procurement of soybeans.

1.2 Limitation of Problems

The problem limitation in this paper is how to restructure the procurement of soybeans in developing policies and strategies for tofu and tempeh entrepreneurs.

1.3 Thinking Framework

Procurement of soybeans is a very strategic commodity sector because tofu and tempe are a favorite food for the people of Indonesia. The government's efforts to meet soybean needs are the beginning of the emergence of Indonesia's soybean import policy caused by soybean production which has fallen sharply since 1999. After 1999, soybean production that has continued to decline has resulted in significant imports from year to year. This rising import trend follows the trend of increasing soybean consumption in Indonesia. The development of the value of consumption, production and import of soybeans from 2005-2015 in Indonesia can be seen in the following figure:

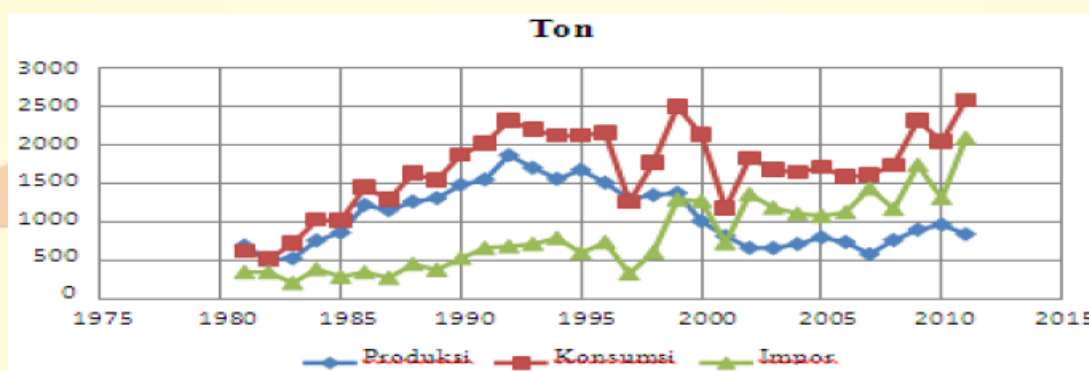


Figure 1. Development of Consumption Value, Production and Import of Soybean in 1975 - 2015

Source: FAO, 2015 Food Agricultural Organization

In 2006 Indonesia's dependence on imported soybeans was very high at more than 60 percent. Bappenas stated that Indonesia could be said to be self-sufficient if 90% of domestic needs were met by domestic production, the import value of soybeans throughout the 2001-2004 period cumulatively reached 2.87 billion US \$ with a volume of 11.10 million tons, in 2005-2009 reached 3.49 billion US dollars with a volume of 10.25 million tons, and in the period 2010-2013 reached 4.63 billion US \$ with a volume of 7.84 million tons. It is known that the value and volume of soybean imports in 2013-2018 can be seen in the chart as follows:

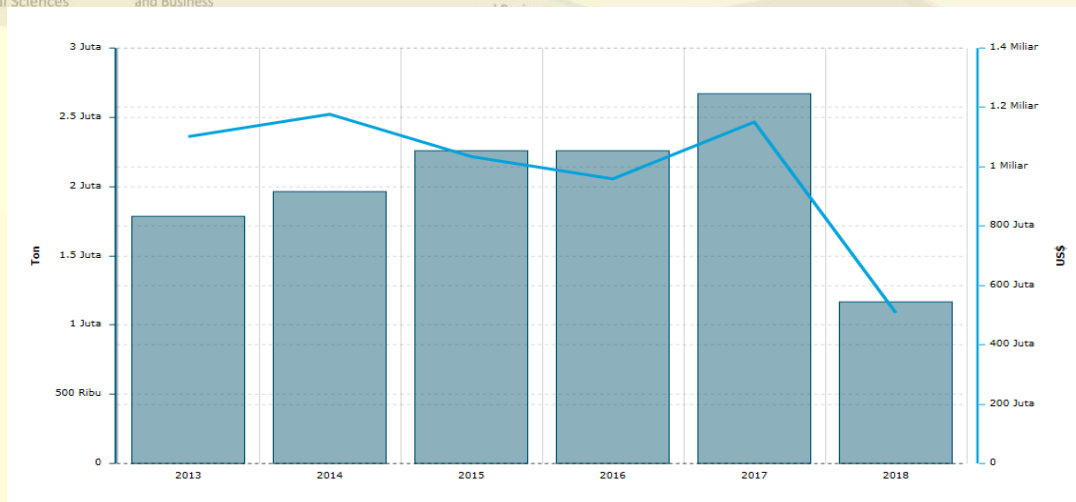


Figure 2. Graph of Volume and Value of Imports of Soybeans Period 2013-2018

Source: BPS, 2018

Fulfillment of soybean consumption which is highly dependent on imports causes domestic soybean prices to be greatly influenced by fluctuations in soybean prices in the international market. Therefore, when the price of soybeans in the international market increases due to soybean problems in the producing countries, the price of soybean will soar in the domestic market. Food producers made from soybeans and consumers are affected. The development of producer prices and consumer prices for 2005 - 2012 can be seen in the following table,

Table 1. Development of Producer Prices and Consumer Prices in 2005 – 2012

Year	Producer Prices (Rp/Kg)	Consumer Prices (Rp/Kg)
2005	3.894	4.228
2006	4.036	4.472
2007	4.588	4.847
2008	6.212	7.788
2009	6.588	8.411
2010	6.664	8.683
2011	7.236	8.641
2012	7.262	8.661
Trend (%/thn)	10,07	12,04

Sources : PSE-KP, 2012.

Movement of producer prices and consumer prices can be seen in the chart as follows,

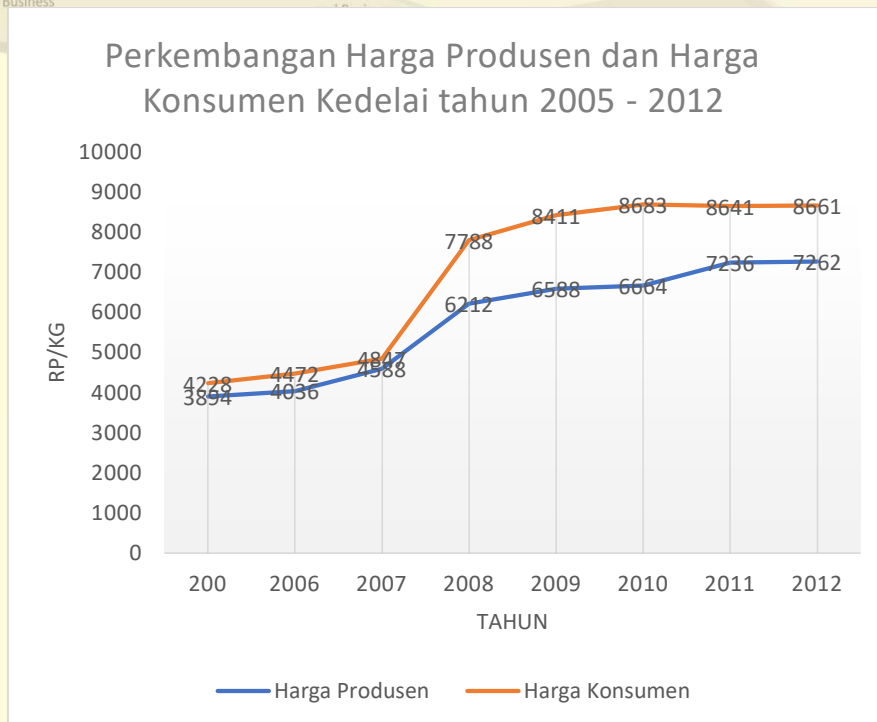


Figure 3. Producer Price Development and Consumer Prices 2005 - 2012

Source: PSE-KP, 2012.

Prices of soybeans generally fluctuate as a result of unstable supply. The price of soybeans in the international market experienced a surge in 2007 and 2008. The prices of US soybeans in 2007 and 2008 increased dramatically by 46 and 43 percent. The increase in soybean prices at the Chicago Commodity Exchange, United States, which peaked at 461.7 US \$ / MT on January 11, 2008, causing domestic soybean prices to rise by around 60 percent. This increase is the highest in the last three decades. As a result of this price increase, Primkopti experienced a shortage of supply or stock out because prices were climbing up Rp. 8000 / Kg.

There are three things that can explain why soybean prices in the world trade order have increased dramatically, including the following:

- 1) World soybean production in 2007 decreased by around 14 million tons compared to 2006 production which reached 221.6 tons. In 2008, world soybean production again fell by 6.5 percent. This decrease in production was triggered by a decrease in productivity and planting area due to competition with the addition of corn planting area as an alternative energy source being promoted by the United States Government. Second, the increase in world soybean consumption triggered by rising soybean consumption in China and India.
- 2) The economic progress of China and India has contributed to a 12-fold increase in soybean consumption compared to 20 years ago.
- 3) Program for developing alternative energy sources such as in the United States that develops biofuels, namely corn-based ethanol, in Brazil that develops sugarcane-based ethanol, while in Europe developing biodiesel as an alternative energy source. This alternative energy policy, especially in the United States, has caused corn prices



in world trade to soar. This gives hope for corn farmers in America. In addition, to encourage the development of alternative energy, the US government also provides subsidies for corn farmers. These two policies have caused US farmers to switch commodities from soybeans to corn because corn is more hopeful. Even though half of the world's soybean needs are produced by the US, so the final stock of world soybeans in 2007/2008 is very limited, namely: 47.3 million tons or down 12 million tons compared to the previous year.

This situation has led to an increase in the price of soybeans in the world market which greatly affects the price of local soybeans. The rising price of imported soybeans from the US has caused soybean producer and consumer prices to increase by 8% and 61%. Primkopti members have carried out a production strike at the end of July 2012 and September 2013 due to rising soybean prices reaching 40% due to a shortage of imported soybean supplies. This happened because the cooperative could not procure soybeans, because the purchase price of soybeans was very high and had an impact on the breakdown of the members' production chain. The target of self-sufficiency in soybeans in 2014 has been confirmed to fail because various problems will make imports of soybeans increasingly large. National soybean needs are predicted to reach 3 million tons, where national production is only targeted at 1 million tons. In order to avoid a shortage of raw materials, an increase in the amount of soybean imports must be carried out so that the business actors and members of PRIMKOPTI are not hampered by their production activities.

II. Theoretical Review

2.1 Business Restructuring

In an era of increasingly fierce competition, every time a company must evaluate its performance, and make a series of improvements, in order to continue to grow and be competitive. This improvement will be carried out continuously, so that the company's performance gets better and can continue to excel in competition, or at least still be able to survive. One strategy to improve and maximize company performance is by restructuring.

The term or word restructuring, as if talking about a company that is declining. This is due to the definition of restructuring itself, which includes the following:

- 1) Restructuring, often referred to as downsizing or delayering, involves the reduction of companies in the field of labor, work units or divisions, or reduction of the level of position in the organization's organizational structure. This reduction in company scale is needed to improve efficiency and effectiveness (David, F, 2012)
- 2) A restructuring strategy is used to find a way out for a company that is not developing, is ill or there is a threat to the organization, or the industry is at the door of significant change. Owners generally make changes in the management unit team, change strategies, or the inclusion of new technology in the company. Furthermore, it is often followed by acquisitions to build critical parts, sell unnecessary parts, to reduce acquisition costs effectively. The result is a strong company, or an industrial transformation.
- 3) Corporate restructuring aims to improve and maximize company performance (Djohanputro, Bramantyo, 2014). Corporate restructuring aims to improve and



maximize company performance. The company made improvements to immediately escape the crisis through various aspects. These improvements involve various aspects of the company, ranging from improving the company's portfolio, improving capital, reducing management, improving the management system of the company, to improving human resources. Thus, corporate restructuring is in the interests of all parties. Not only management, but also the interests of the commissioners who represent the interests of shareholders. Restructuring is also the interests of the employee as a whole because the restructuring action will affect all employees.

At present, many companies carry out corporate actions, whose purpose is to strengthen, improve and maximize company performance. To understand what and what is meant by restructuring which can maximize the value of the company, below is an outline of these problems, including:

a. Objectives of Company Restructuring.

Corporate restructuring aims to improve and maximize company performance. For companies that have gone public, the maximization of company value is characterized by the high price of the company's stock, and the price can be perched at the top level.

b. Mapping the portfolio and the Strategic Business Unit (SBU) of the Company

The first thing to do is mapping the portfolio, to find out how the capabilities of each asset in providing added value to the company. Are there idle assets, or assets that are less productive, and do not need to be maintained because they are not in line with the company's strategy? Assets that are not productive and are not in line with the company's strategy should be set aside for sale. Then mapping the SBU, each SBU is assessed based on several characters, such as life cycle, market share, growth and cash flow. Then each SBU is evaluated, is it still in line with the company's strategy.

c. SBU Assessment

One of the commonly used SBU valuation methods is to calculate the present value of cash flows that are expected to be produced by the SBU concerned. The Net Present Value (NPV) of the cash flow is the value of the SBU.

d. Revamping the portfolio and SBU.

After doing the valuation, the remaining assets and SBU are only truly in accordance with the company's strategy. But the quality of assets and SBU needs to be evaluated, in order to operate optimally. After knowing the various possible asset problems, management needs to develop various alternative actions for these assets, with the aim of increasing the productivity of the assets concerned.

e. Maximizing the value of the SBU.

The value of an SBU is based on the health of its cash flow, especially the cash flow prediction pattern. The maximization of the value of the SBU means management's efforts so that the SBU's cash flow projections since the restructuring will always be healthy and improve over time.

f. Leadership Factors



The leadership factor is one of the keys to the success of the company's restructuring process. Without a good leader, restructuring will stop halfway. The first and foremost requirements of a leader in the restructuring process are visionary. A restructuring leader also needs to be a change agent. Restructuring process, however good it will always get resistance from some employees. Leaders also need to have the ability to empower employees. Identifying assets and SBU properly is a good starting point for restructuring. Identification errors are fatal, therefore making subordinates able to do heavy tasks cannot be ignored.

2.2 Procurement of Soybeans

In the current business era, the management of merchandise has a very important role in managing the business. In general, the purpose of procurement of goods is to satisfy needs or requests satisfactorily. With the management of this merchandise, it will easily find out the number of needs of each member, so that it is expected that there will not be accumulation of goods caused by excess in purchasing goods carried out by the management, so that members' needs can be met in accordance with the number of needs.

Primkopti's soybean procurement steps are carried out through several stages, namely; determine the purchasing organization, make plans for raw material requirements, collect information about member requests, determine the source of suppliers, negotiate purchase terms, complete purchases, handle goods and reorder raw materials.

a. Determination of Purchasing Organizations

Purchasing organizations in Primkopti use a purchasing organization together from suppliers, in other words from soybean importer companies, Gakoptindo, Puskopti, and soybean farmer groups. Primkopti purchasing organizations were formed so that the supply of merchandise, in this case soybeans can be done well, meticulously, systemically, and has responsibilities in terms of: deciding purchases, selecting officers who will carry out soybean supply activities, authority and responsibility for these officers, maintain and control the supply of soybeans. The task of the purchasing department (procurement and distribution of soybeans) in Primkopti is to lead and coordinate the service of raw material needs of tofu and tempeh to members, so that members' needs can be satisfied. In purchasing soybeans, Primkopti assigned officers to buy soybeans. Before making purchases or redeeming soybean raw materials, in distributing soybeans to service centers, officers must know the number of members' needs and what types of soybeans are needed by members. This is done so that the number and type of soybeans do not violate the needs and desires of members.

b. Raw Material Supply Planning

In planning the provision of soybeans there are three factors that must be considered, namely:

1) Types of Soybeans

To determine the raw material to be purchased or provided, the cooperative must be able to determine and pay attention to the type of soybeans. What kind of soybeans are in accordance with the needs of the artisans know and what types are in accordance with the tempe crafters. Usually soybeans are good for the production of making imported soybean tempeh, while for making tofu are local types of soybeans.



Local soybean is superior to imports in terms of raw materials for making tofu. The taste of tofu is more delicious, the soaking is higher, and the risk to health is quite low because it is not GMO seeds. As for raw material for tempeh, local soybeans have weaknesses. The reason is that the size is small or not uniform and is not clean, the peanut epidermis is difficult to peel during the soybean washing process, the fermentation process is longer. Then after the form of tempeh, the steaming process is longer soft. But cooperatives provide both types of soybeans according to the production requirements of members;

2) Amount of Soybeans

After determining and planning the type of soybeans to be purchased, the cooperative determines how much soybeans should be provided. To find out how much soybeans to buy, Primkopti looked at ordering data on the amount of raw material needed by tofu and tempe producers, in addition the cooperative also looked at sales records and soybean turnover in the previous month. Planning the amount of soybeans that will be purchased or ordered by the cooperative depends on the needs of the members and the funds available. Basically members will buy soybeans from Primkopti, but due to limited funds, Primkopti can only provide according to their financial capabilities

3) Time for Ordering Soybeans

When ordering a cooperative in the procurement of soybeans based on a certain period, Primkopti averages for four and five days.

c. Gathering Information About Member Requests

The most important source for getting information about member requests is the sales data of the past period. Similarly, Primkopti did, to get information about information about requests or needs of members obtained by looking at the sales records and requests of members in the previous months, both in number and type requested. In addition, it is also known through reports of service officers who are in business service centers, regarding how much soybeans are needed by members. In addition to being based on the records of members' needs in the previous month, Primkopti also received information from the planned need for soybean procurement.

d. Determining Supplier Sources

In procuring soybeans, the soybean supplier needed by Primkopti is a soybean distributor that is ready to send soybeans when the cooperative requires. In addition to importers, Primkopti also obtained local soybean supplies from farmers. The percentage of fulfillment of Primkopti soybeans depends on the supply of imported soybeans. The mechanism for the procurement of imported soybeans can be seen in the chart as follows,

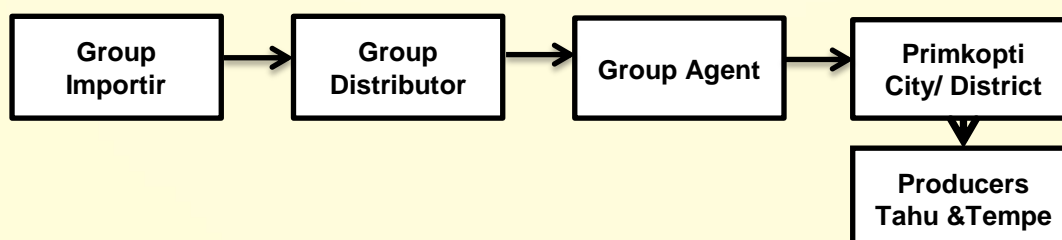


Figure 4. Procurement Mechanism for Import Soybean

Source: Processed Data

The mechanism for procuring local soybeans can be seen in the chart as follows,

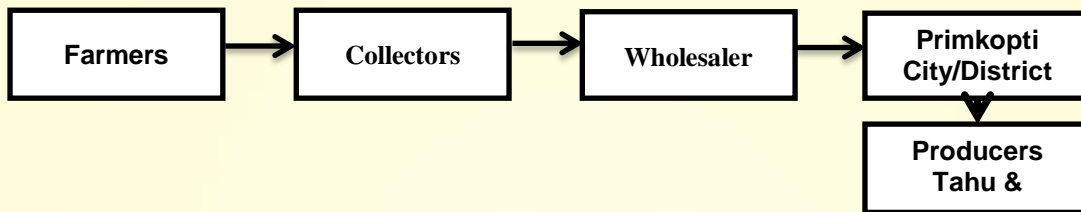


Figure 5. Local Soybean Procurement Mechanism

Source: Processed Data

e. Evaluating Goods

To get good soybeans Primkopti checks as follows:

- 1) Checking or selecting soybeans is in good condition (soybeans are still round or not broken).
- 2) Soybeans are clean (ivory or creamy). If the soybeans do not meet the standards, it can interfere with sales planning both in quality and quantity which causes the decline in trust of the members.

f. Negotiating Purchase Terms

An important factor in negotiating purchases for cooperatives is getting soybeans that are in accordance with the needs and desires of the members, both regarding the type, amount or price. Purchasing conditions that must be considered and considered in negotiating purchase terms are related to the following problems:

1) Delivery time

Shipping of imported soybeans and local soybeans is always routine after Primkopti purchases.

2) Amount of purchase

The amount of imported soybeans imported according to what has been determined.

3) Terms of purchase

Purchase conditions for Primkopti soybeans depend on agreements with importers and distributors

g. Purchase Completion



In making purchases, Primkopti usually transports soybeans directly to vehicles owned by cooperatives, namely freight trucks. Before a decision is made to buy or not, the cooperative will check whether the price, type, and amount offered are in accordance with what has been agreed before, between the seller and the cooperative. This is done so that there are no errors and errors upon arrival of goods in the warehouse. If so, the error will be borne by the cooperative, and if this happens it will certainly cause a risk of loss for the cooperative.

h. Distribution of Soybeans

Soybean distribution conducted by Primkopti to its members, is endeavored to always be in accordance with the needs of members, both regarding the type, amount, quality, time and price. Soybean distribution carried out by Primkopti is carried out at the Business Service Center and at Primkopti Warehouse. Furthermore, soybeans will be transported from Primkopti Warehouse by truck to the Business Service Center or to members' business locations every day. Distributed soybeans will be checked first to avoid the risk of return due to damage during the trip.

i. Re-order Soybeans

In determining the reorder time, the cooperative pays attention to the following factors:

1) Delivery period

The period of delivery from suppliers or suppliers is important, if the order processing time is long, the cooperative must order again even though the inventory is still there, but if the order time is fast then it depends on the depletion of inventory.

2) Goods turnover rate

Within a month, soybean distribution is carried out every day, because the members do production every day. Similarly, the purchase of soybeans, which is carried out regularly every month, every day.

3) Financial Considerations

Purchasing soybeans also depends on the amount of funds available, not depending on the request of members. This is because the price of soybeans is uncertain every day, sometimes the price of soybeans falls but can change dramatically the next day.

III. Discussion

3.1 Estimated Position of Soybean Needs

According to Gakoptindo (Gabungan Kopti Seluruh Indonesia/ Secondary Cooperative for Primkopti) the price of soybeans began to rise in the market along with the weakening of the rupiah exchange rate. Previously, the price of soybeans averaged only Rp 7,500 per kilogram (kg), currently, soybean prices have crept up in the range of Rp 8,500-Rp 12,500 per kg. In addition to the rupiah exchange rate factor against the US dollar, the

increase in soybean prices was also caused by the still poor national soybean trading system. This situation is getting harder because the increase in soybean prices is also slightly influenced by the increase in soybean prices in the US market because the harvest season has passed. Soybean harvest season is usually from September to December 2015. While in March to July, prices usually increase due to reduced supply.

It is estimated that domestic soybean needs reach 2 million tons per year and as much as 80 percent of them are imports, which can be seen in full in the estimated table of needs for 2015 to 2019, as follows:

Table 2. Projection of National Soybean Needs and Consumption 2015-2019

Components	2015	2016	2017	2018	2019
Consumption	2,770,000	2,880,000	2,990,000	3,120,000	3,250,000
Production	910,000	940,000	970,000	990,000	1,200,000
Import of Soybeans	1,860,000	1,940,000	2,020,000	2,130,000	2,050,000
Percentage	67%	67%	68%	68%	63%

Sources : RPJMN-Direktorat Pangan dan Pertanian Kementan, 2013.

3.2 Compilation of the Restructuring Model

Taking into account the tables and figures above, it is necessary to do several things relating to the preparation of the restructuring model, so there are five indicators that must be the direction of the restructuring policy for the tofu tempe cooperative, namely:

- a. Capital
- b. Membership
- c. Cooperative human resource capacity
- d. government policy
- e. Institutional cooperatives

The direction of policies and strategies can be seen in the table as follows:

Table 3. Policy & Strategy Primkopti

No.	Policy	Strategy
1	Cooperative capital development policy	<ol style="list-style-type: none"> a. Strengthening own capital b. There is a credit scheme for cooperatives with low interest rates c. c. Increase facilitation and mediation between cooperatives and other business financing institutions
2	Membership development policy	<ol style="list-style-type: none"> a. Providing continuing education regarding cooperative knowledge, especially the position of members as owners and customers (dual identity).

No.	Policy	Strategy
		b. Develop a program that raises the high participation of members
3	Policy for developing cooperative human resource capacity	a. Arranging a design in determining coherent human resource needs b. Improving cooperative management (capacity and managerial aspects of cooperatives) c. Improvement of cooperative business management
4	Government policy	a. Preparation of regulations on empowerment and development of tofu tempe cooperatives b. Provision of funding for cooperatives c. Compilation of soybean procurement models that can be accessed by Primkopti
5	Cooperative Institutional Policy	a. Develop a cooperative institutional strengthening program through analysis of soybean needs for members b. Establish an effective organizational structure that fits the needs of the cooperative

Source: Processed Data

The model put forward for the Development of a Cooperative Business Model restructuring in the Tahu Tempe Sector is,

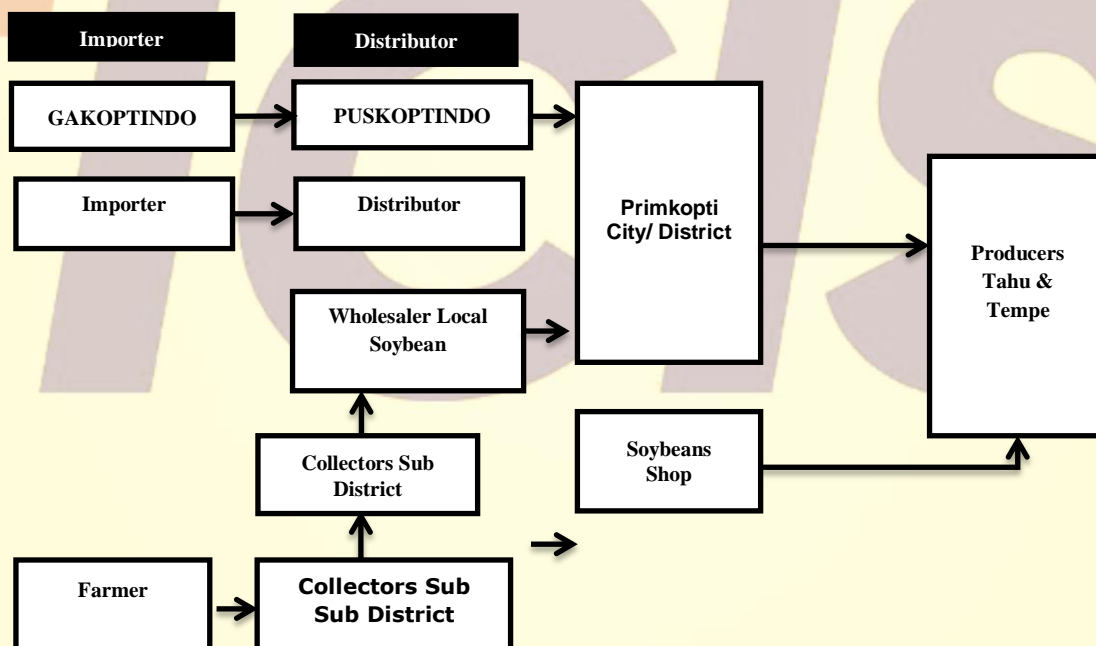


Figure 6. Development of a Cooperative Business Restructuring Model in the Tempe Tofu Sector
Source: Processed Data

IV. Conclusion



From the text above, it can be concluded as follows:

- a. Restructuring that can maximize the value of the company, by paying attention,
 - 1) Purpose of Corporate Restructuring.
 - 2) Mapping of the portfolio and the Strategic Business Unit (SBU) of the Company
 - 3) SBU Assessment
 - 4) Improving the portfolio and SBU.
 - 5) Maximizing the value of the SBU.
 - 6) Leadership Factors
- b. The overall procurement of soybeans can be done by paying attention,
 - 1) Determination of Purchasing Organizations
 - 2) Raw Material Procurement Planning
 - 3) Gathering Information About Member Requests
 - 4) Determine Supplier Sources
 - 5) Evaluating Goods
 - 6) Negotiating the Purchase Terms
 - 7) Purchase Settlement
 - 8) Distribution of Soybeans
 - 9) Ordering Back Soybeans
3. The restructuring model for the procurement of soybeans for Primkopti, must consider the direction of policy, including:
 - 1) Capital
 - 2) Membership
 - 3) Cooperative human resource capacity
 - 4) Government policies
 - 5) Institutional cooperatives

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