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ANALYSIS OF BROILER INDUSTRY DEVELOPMENT USING CONTRACT FARMING PATTERNS IN WEST SUMATERA: STRUCTURE CONDUCT PERFORMANCE APPROACH Fitrimawati1, Endrizal Ridwan2& Leli Sumarni3 Andalas University, Padang, Indonesia, 43600 afitrimawati@yahoo.com, bendrizal.ridwan@gmail.com, clelisumarni62@gmail.com ABSTRACT The purpose of this research was to analyze the structure, conduct and market performance of broiler industry with a system of contract farming in West Sumatera. This research was done to the broiler farm with a system of partnerships. Paradigm of Structure Conduct Performance (SCP) used to analyze data quantitatively.Research results got that broiler businesswithcontract farming patternsin West Sumatera had the structure of the market competition was not perfect. The results of the concentration ratio indicates that the large- scale companieshad been creating imperfect market competition and had built the oligopoly market structure so that it can colonised marketin broiler industry markets through partnerships pattern. The imperfect market system which was built alongside the breeders of the people through the partnership provesd that the partnership provided a positive impact to the enhancement of the construction of the industrial broiler on West Sumatera. Key words: Structure, Conduct, Performance, Development, and Broiler Introduction Farming sector has an important role in economic development in Indonesia. This sector gives a contribution to the income of the farmers so as to have a positive impact towards food security and poverty reduction particularly in rural areas. One of the ranching industry are the development of the poultry industry is very rapidly especially broiler industry. Broiler farm business is one of the farm business that is experiencing rapid growth. Broiler is a type of race winning result of crosses are having a high productivity in producing chicken meat and had a very short harvesting period i.e. only requires about 35 days and does not require extensive land (Siregar and Rusastra, 2002). Short production cycle this is becoming an attraction for breeders because of the relatively faster capital turnover. The capital has been issued will quickly return so that profits will quickly obtained. Therefore this business can give you a huge advantage to breeders. On the other hand, the needs of society against broiler meat from each year continued to increase. Currently, the chicken is a favorite meat because almost everyone Indonesia likes to eat chicken. Culture of Indonesia society that considers the meat is still a special moment widths, especially at Christmas, and new year's. Besides the many population and continues to grow every year in Indonesia and increasing public awareness about the importance of consuming nutritious food causes the demand for chicken meat continues to rise each year. Along the increasing of the interest in the society to consume the flesh of the broiler, there was also an increase in business against savor. Thus selling chicken broiler is a very good chance to be developed. But it is unfortunate for breeders to do business interests this commodity is not accompanied with stable profits that can be earned by ranchers, so often we hear a lot of ranchers who roll the mat. This is due to the high level of risk faced in selling chickens broiler as the risk of price fluctuations, both the prices of inputs such as DOC, feed and medication as well as price fluctuations of output in the form of a live chicken and meat. The rapid growth in broiler business much more enjoyed by multinational companies of large-scale in Indonesia. Encouraged by the enormous profits, companies increasingly dominate agribusiness sector throughout the chain of production and marketing ranging from upstream to downstream. At the level of the on farm, large companies working with breeders of peoples in the form of a cooperation contract farming. As a result of competition is not perfect and many independent ranchers who close

down. Based on the daily news from Singgalang February 2015, about 100 broiler breeders in West Sumatera who are members of "Asosiasi Perhimpunan Peternak Ayam Pedaging Minangkabau (APPAPM) of the Minangkabau of West Sumatera staged action demo on Wednesday the date 18 February 2015. Demo in action that they deliver that many breeders self-contained roll mats. Former breeders there 100 percent, now only 7 percent. According to them this is happening due to the companies doing the price fluctuations that can harm the cattlemen. This fact is supported by Fitriani (2014) based on the data which she obtained from the annual survey of the poultry industry collected by the Central Bureau of statistics. The processed of data she obtained that the eight provinces that in the survey, West Sumatera has level concentrations (75.75 percent), vertical integration, cost efficiency, labor productivity, profitability and market forces as well as the highest price among the eight provinces that in the survey. 125 On the basis of these data look that vertical integration has led to cost efficiency is high in West Sumatera. This led to the companies that play in this level are a great advantage. Moreover supported by the level of labor productivity is high in West Sumatra. But the fact is, the big gain is large companies whereas self-service breeders stop his efforts. It is a fact that mencengankan and very in sayangkan. This phenomenon was aggravated with the fact that the price of broiler meat is highest in West Sumatera. This is a phenomenon that contraversy where cost efficiency and labor productivity levels are high in West Sumatera, while the price of broiler's highest compared to eight areas in the survey. The question is, how does this broiler industry development forward in West Sumatera. Will the broiler industry in market competition is not perfect can increase profits breeder. Thus research needs to be done through an approach to the structure, conduct and performance in broiler industry in West Sumatera. Based on theory, when industrial concentrations reached 40 percent controlled by four companies then found build oligopoly. The higher the level the market concentrations resulting in a higher barrier to entry markets in the industry. Industrial concentration (Concentration Ratio-CR4), is said to be high if the value of the concentration of sales of the four largest firms exceeds 70 percent of total sales. Concentration indicates the extent of the production of certain goods or services is limited to a few large companies (Stiegert and Carton, 1998). Concentrations of markets is one measure to determine the structure of the market. The structure of market is a matter of importance to know the behavior and performance of an industry. The structure of the market is the market attributes that affect the nature of the competition. The element structure of the market is the market share (market share), concentration (concentration) and barriers (barriers to entry). The higher the concentration level then it will be the higher the barrier to entry in an industry. The structure of the market influence by behavior and performance in the market (Koch, 1980). Industrial concentration has a positive effect on the price-cost margin. There is a <u>simultaneous</u> relationship between the concentration of industry, price rigidity, technical efficiency, and price-cost margin Setiawan (2012). The difference in the

level of concentration of the industry would distinguish the behavior observed, industry and industry behavior differences that occur will differentiate market performance produced by the industries concerned (Teguh, 2010). Conduct affect the performance of companies in the industry are reflected in the price of the product, the efficiency of the productive, equity, technical progress, profits and growth (Carlton and Perloff, 2000). This research aims to know the broiler industry development ahead of West Sumatera. Method This research was done to the partnership broiler farm in West Sumatera. The location of this research was conducted in the district which has the largest broiler population that is in the city of Padang, Pariaman, Padang Pariaman, district 50 Kota and Payakumbuh. The respondent was the owner of research business partnership in West Sumatera. The number of respondents is as many as 168 people. Methods of data analysis that is used is the approach Structure Conduct Peformance (S-C-P). Analysis of The Market Structure To analyze market structure there are three main elements that are done are: a.The Market Share Every company has a different market share ranges from 0 to 100 percent of the total sales of the entire market. Si MSi ? Stotal Where: MSi = the company's market share (%) Si = sales company i Stotal = total Sales throughout the company b. Industrial Concentration The level of concentration can be calculated in two ways, namely Concentration Ratio (CR) and the Herfindahl Hirschman Index (HHI). • The Concentration Ratio (CR) Concentration ratio is the percentage of the total industrial output or sales revenue. A number of large corporate concentration ratio measures the relative share of the total industrial output accounted for by companies that 127 CRm ? ? MSi m t ?1 The larger percentage number (approaching 100%) means that the greater the concentration of the products of industry. If the ratio of the concentration of an industry reaching 100 percent means that the shape of its market is monopolistic. • The Hirschman Index - Herfindahl (HHI) This measurement is based on the total amount and the distribution of the size of the companies in the industry. It is calculated by summing the squared market shares of all firms in an industry. HHI ? ? MSi m t ?1 Where: CRm = concentration ratio as much as m companies (%) HHI = Herfindahl Hirschman Index MSi = the company's market share to a-i (%) m = number of largest companies n = total number of companies in the industry HHI will have a value of 1 if a company controlledthe sale of 100 percent of the industry. HHI has a value of 1/n if the respective companies in the industry have the same number of sales. c. Market Entry Barriers Barriers to market entry may be caused by the presence of business competition in an industry. To know it is one of the ways used to see the barrier to entry is by measuring the scale economically is known through the output of the company that controlled the market more than 50 percent. The output value is then divided by the total output of the industry. This data is referred to as the Minimum Efficiency Scale (MES). MES = Output Biggest Companies Total of Company Output Analisys of The Market Conduct Analysis of the market conduct made in quantitative analysis. As for the analysis of market quantitatively used from advertising of sales ratio (ADV), capital intensity (CAP) and sales growth (GRW). If the market then build oligopoly has large market structure compared to ADV others. a. advertising Ratio against sales (Advertising Intensity/ADV) ADVt ? A S ADV =

Advertising to sales ratio at time period A = Firm advertising expenditure S = Total sales b. Capital Intensity (Capital Intensity/CAP) TA CAP ? TS CAP = Capital Intensity TA = Total assets at period t TS = The firm total sales at the period c. sales growth (Sales Grow/GRW) TRyt ? TRyt ? 1 GRW ? TRyt ? 1 x100 GRW = sales growth TRyt = Total revenue in current year TRyt-1 = Total renenue preceding year The Market Performance An analysis of the performance of the company may be see of profit, efficiency, growth, including the expansion of the market, employment, professional prestige, welfare, and also the pride of the group. In this research was done to some of the company's performance measurement in quantitative analysis are: 129 a. Price-Cost Margin-(PCM) PCM is one of the indicators of a company's ability to increase prices above production costs. PCM is also defined as a percentage of the profit from the excess of revenue over the costs directly. PCM ? P ? AVC P P = Value added AVC = Total wage P = Goods generated b. The X-Efficiency The measurement of efficiency can be done by calculating the ratio of value the input or by means of measuring utilization level of the added to the value of companies production capacity in the industry. Nt Xeff ? Ni Xeff = Efficiency Nt = Industry Adding Value Ni = Industri Input Value c. Return on Assets (ROA) P?T ?i ROA ? A A = Total asset at the period P = Net profit T = The taxes on profit i = Interest to holders of debt d. Return on Sales (ROS) P ? T ROS ? S Where, P = Net profit T = The tax on profit S = The total sales e. Return on Equity P ?T ROE ? E Where, P = Net profit T = tax on profit E = Shareholder's equaty Results and Discussion There are two groups of existing broiler farm in West Sumatera, namelycontract farming and independent business ventures. In West Sumatera, in general there is a type of contract farming that is a group of partners act as a core group of partners supplying the needs of the partner company in accordance with the specified requirements. This type of partnership is called the core partnership with Plasma-Core Patterns. Based on the research results obtained by the amount of effort the partnerships 93.4 per cent and 6.6 per cent independent business only. The large amount of effort shaped contract farming in West Sumatra in addition due to the inability of independent business contend the market is also now there is a new phenomenon which the company has a core program to be partnership breeders. Independent ranchers who survive attempted by the core company to join the partnership system. On the prediction of the future independent savor effort in West Sumatera are increasingly not found. The magnitude of the contribution of the business partnership with Core Plasma Pattern at a glance give rise to the impression that this pattern had become gods helper in broiler industry sustainability in West Sumatra. In empirikal do so? What is the company's core have responded to economic decisions and production and local consumption in West Sumatera. The answer to this question can be explained as follows. Market Structure in Broiler Industry 1. The company's market share in Broiler Industry Based on the research results gained market share as well as partnerships either broiler venture independent business. Behind the venture partnership is no big company behind him. To determine the actual structure of the market of industrial broiler is then calculated the market share of the company's core. Based on table 1. the company's market share is large enough in this industry. There is one company that reaches a market share of 60 percent. If there is one company reached a market share of 15 percent means that company can be said to have the power of the market (market power) and can be said to be a monopoly if it reaches 25 to 30 percent (Sheperd, 1997). 2. Market Concentration of Companies in the Industrial Broiler in West Sumatera This research used the calculation of concentration ratio (CR). CR4 is the concentration ratio is obtained by summing the market share of the four largest companies and CR1 is the ratio of the concentration of market share is one the largest companies. Data about the CR4 CR1 and the industry can be seen from Table 1. Table 1. Market share, and Corporate Concentrations in Broiler Industry in West Sumatera Core Company Output (year) Market Share (MSi) MSi2 PT. Ciomas Adi Satwa 4.224.555 60.00 3 600 PT. Karya Semangat Mandiri 1.477.000 20.98 440.16 PT. Primatama Karya Persada 447.000 6.35 40.32 PT. Pokphan 237.000 3.36 11.28 PT. Minang Ternak Sejahtera 186.000 2.64 6.96 PT. Japfa 162.000 2.30 5.29 Masrul Poultry shop 48.000 0.68 0.46 PT. Nusantara Unggas Jaya 21.000 0.29 0.08 Perusahaan mandiri 198.400 3.26 10.63 Index HHI (SMSi2) Concentration (CR) 1 Concentration (CR) 4 60.00 90.69 4040.16 Based on data of table 1. to see that company in the industrial broiler was concentrated. Market of broiler industry is dominated by Ciomas Adi Satwacompanies with total of market share (CR1) 60.00 percent. Companies that are in a position to both master the broiler market share in West Sumatera is the Karya Semangat Mandiri componies was 20.98 percent. The third and fourth position is occupied by the Primatama Karya Persada companies with a market share of 6.35 percent, and Pokphan companiesmastered market 3.36 percent. The value of the CR4 acquired for 90.69 percent. This value includes high catagory (75-100) so that it can be said the market concentrated on certain companies. HHI index calculation results against well not much different. HHI index which gained from a total market share of the largest firm against squared. HHI index acquired for 4040.16. This figure is greater than 1800 and means that market share in an industry concentrated high broiler in West Sumatera. This fact was supported by Fitriani (2014) based on the data which he obtained from the annual survey of the poultry Industry collected by the Central Bureau of statistics. Of the processed data he obtained that the eight provinces that in the survey, West Sumatrea has level concentrations was 75.75 percent. Broiler market concentrations highest in Indonesia is East Kalimantan (79.60) and South Sulawesi (83.76). Based on theory, when industrial concentrations reached 40 percent controlled by four companies then found build oligopoly. and categorized monopoly in the industry concentration above 80 percent. Industrial concentration (Concentration Ratio-CR4), is said to be high if the value of the concentration of sales of the four largest firms exceeds 70 percent of the total sales (Koch, 1980). The industry has a high concentration of market structure approach means a structure build oligopoly and monopoly, where there are some particular company which controlled the market. While the industry is concentrated in low, the role of trade there is no dominant so that the level of competition becomes higher than high-concentrated industries 3. Market Entry Barriers in the Broiler Industry in West Sumatera Based on the research results obtained the

value of MES of 60 percent. According to Comanor and Wilson (1967) in Alistair (2004), MES is greater than 10 percent describing the high market entry barriers in an industry. The value of MES who is very big in the get. This means that the barrier to entry kepasar in West Sumatera in the broiler industry is very high. This is due to the presence of the broiler companies play a role in the dominant and controlled market share so that other companies that market opportunity is getting smaller. The high market entry barriers proves the existence of an increasingly tight business competition and there is a price war among producers. This will cause the onset of competition. This indicates that the structure of the market broiler industry was build oligopoly. If there are barriers to entering the market, potential competitors cannot enter the market in question. To be able to get into this industry must be a potential competitor to have a minimum efficiency size (MES) that are equivalent to those owned by the largest corporations. The minimum efficiency size (MES) is a very small size where the costs diminimumkan and MES are often serves to define the size of the smallest companies in the market. The Company's Market Conduct in The Industrial Broiler in West Sumatera In this study, an analysis of the conduct of the market is a little different from earlier research. In earlier research, analysis of conduct or performance analysis in industry broiler made against large-scale corporations and integrators. In this study, an analysis of the conduct and performance of the market performed against livestock business partnership in 134 cooperation with the company integrator. The purpose of this research is to know the conduct of the business partnership that markets do a collusion and the merger with the company's integrator, and whether the conduct through collusion and merger attempts this partnership gives a good effect towards sustainability their efforts. To prove it performed quantitative analysis to determine the partnership effort market broiler conduct using the calculation method of the Advertising Intensity (ADV), Capital Intensity (CAP) and Sales growth (Mohamed et al. 2013). The results of the calculation can be seen in table 2. Table 2. Indicator Value of ConductIndustry Broiler which Using Contract Farming in West Sumatera Behavior's Indicator Value Explaination Advertising Intensity 0 There are not advertising Capital Intensity 0.38 High Sales Growth. -0.064 Very Low Based on the results of the calculations against data obtained from a breeder of business partnership obtained a value of Advertising Intensity is zero. ADV is zero due to business partnerships not doing advertising. The advertising is used as one way of increasing sales. But business partnerships not doing advertising. On the type of business partnership that colluded with the company integrator does not require advertising to increase sales. Core company has provided a guarantee of the company's sales to the plasma. Increased sales of the venture partnership is determined by the capacity to produce them. The conduct of the merger and collusion with the company's core corporate partners turned out to lighten the load of the company partners in advertising costs. The lower the costs incurred by a business then the profits will be even greater. The company's conduct in competition quantitatively can also be seen from the Capital Intensity (CAP). Capital intensity is the ratio between sales by total assets. Capital intensity is defined as the ratio of total average assets such as equipment, machinery and a variety of property against the sale. Based on the results of the research got capital intensity (CAP) on average in one year on the partnership business is 0.38. These values give meaning to that of 0.38 capital to generate sales. This ratio reflects the company's ability to use its assets to generate sales and this ratio ranked high. The higher capital intensity ratio means more efficient use of assets. Capital intensity ratio obtained on a business partnership in West Sumatera indicates there is a barrier to entry to the market

of the industry <u>for</u> the <u>new</u> company. The higher this ratio is

becoming increasingly unattractive for newcomers to enter into partnership with the broiler industry because it takes more assets to generate each unit sale. The new company will enter the market build oligopoly must have the level of efficiency of the use of assets which are high, otherwise the company would not be able to enter new markets. Companies that have a high efficiency level will certainly be easier getting a return. Company capital intensity can be used as an indicator of the prospects for the company in the market.Next performed quantitative analysis of market conduct towards sales growth (GRW). Based on the research results obtained sales growth per period as shown in Table 3. Table 3. Sales Growth Effort Broiler Partnership in West Sumatera In a year Sales Average Sales' growth Period 1 108.504.224 Period 2 103.174.755 -0.049 Period 3 104.175.699 0.01 Period 4 102.340.801 -0.017 Period 5 99.797.555 -0.025 Period 6 75.842.075 -0.24 Sales growth per period in one year shows a negative growth and the trend decline in any one year. This means that there is a decline in the sales of each period. This is because the effect of the merger and collusion in price from business partnerships with the company's core. Where in collusion that, input and output pricing is fixed along the no change. But the selling price of chicken harvest periods vary and the amount of chicken harvest each period also varies which depends on the level of mortilitas chicken. The growth did not increase due to the amount of production is fixed and adjusted capacity enclosure. Production quantities will be increased if there is an increase in the number of cages. So the conduct in the increased sales may be made with increased capital investment. The Market Performance In this research was done to some of the company's performance measurement in quantitative analysis that is Price-Cost Margin-(PCM), X-Efficiency, Return on Assets (ROA) and Return on Sales (ROS) as well as research results from a fourth the size of the market performance business partnership with the broiler on West Sumatera can be seen in Table 4. Table 4. Performance Indicatorsof Broiler Business Used Contract Farming Performance Indicator Value Explaination Price CostMargin (PCM) 11.67 Positiveand Low Efisiensi-X 0.13 Positiveand Low Return on Assets (ROA) 0.31 Positiveand Low Return on Sales (ROS) 0.12 Positiveand Low Return on Equity (ROE 014 Positiveand Low PCM is one of the indicators of a company's ability to increase prices above production costs. PCM is also defined as a percentage of the profit from the excess of receipts over the costs directly. PCM is the value obtained from the ratio of the difference between goods produced deducting wages in total. In Table 4 visible value of the PCM is amounting to 11.67 percent. The value of the generated PCM is classified as low. The higher the value of the Price Cost Margin then it

can be said that the performance of an industry that is getting better and vice versa. Therefore, in this study it was found that business partnership with patterns or broiler pattern of core plasma delivers performance that is still low. In Table 4 it can be seen the result of Efficient-X of broiler with the partnership. This value is obtained from calculating the ratio of the input effort broiler. Value added value added to the value of is the value of production generated by the industry after reduced with input costs and indirect taxes. Efficient value-X 0.13 is generated. This value indicates that the business partnership with broiler in West Sumatera has reached the level of efficiency in minimizing production costs. The existence of the efficiency rate corporate profits will rise. This proves that the business partnership with broiler has been able to achieve good performance. Furthermore conducted an analysis of Return on Assets (ROA) generated by the efforts of broiler with partnership in West Sumatera. The value of the ROA ratio obtained from the difference in net income, taxes and interest to the holders of the debt with the total assets. The value obtained is amounting to 0.31 ROA. This value reflects the rate of return of the whole of the assets owned by the business partnership with the broiler on West Sumatera. This means that the earnings of 0.31 per year have been retrieved over the financial resources invested in his business. Each capital infused in the form of assets can give a profit of 0.31. This value is quite high. The higher the value of the ROA then the better business performance. This shows that the performance of broiler with a partnership qualifies as good enough. The same thing also obtained against the value of the Return on Sales (ROS). The value of the ROS obtained from the ratio of the difference in net income and taxes on profit with total sales. The value obtained is ROS of 0.12. This number belongs to low. The higher the value of the ROS business performance then the better and vice versa. The number of these partnership efforts on ROS belongs to low due to relatively high costs incurred i.e. costs of feed and DOC as well as drugs. Calculations were also done to the Return on Equity (ROE). The value perhitung results obtained from the ROE ratio difference between net income and taxes on profit with shareholder's equaty. The value of shareholder's capital and profits is equaty was detained in an entity by the company to the core. The value of this instance is the ROE for the company's core in the acquisition of profit. The results obtained are ROE amounted to 0.14. This means that from one operational capital invested company core shaped feed costs, DOC and drugs provide a profit of 0.14. The value of effective and efficient ROE is approaching 1. If the value of the ROE approaches zero means the company is not able to manage capital efficiently to generate income. This value is low and shows performance belongs to breeders in creating cost efficiencies of feed is less good. This can be due to the cost of feed and the DOC is quite high. Thus, the expected cost of getting Breeders feed and DOC are cheaper away from the current. The second thing that is causing the low value it is suspected of feeding efficiency. If those two things be addressed then the profit partnership efforts could be improved. 138 Conclusion It can be concluded that the business broiler with contract farming in West Sumatera had a pretty good performance but less efficient and effective. This is shown from the results of all performance indicators showed positive figures and not negative but it's value is still low. References Carlton, D.W. and J.M. Perloff. (2000). Modern Industrial Organization. Third Edition. Addison Wesley Longman, Inc. New York. Fitriani, A; Daryanto; Nurmalina dan Susilowati. (2014). Impact on Increasing Concentration inIndonesian Broiler Industry. International Journal of Poultry Science 13 (4): 191-197 Mohamed, Z; Shamsudin & Abdu Latif. (2013). Measuring Competition Along The SupplyChain Of The Malaysian Poultry Industry .Proceeding of the International Conference on Social Science Research, ICSSR 2013 (e-ISBN 978-967-11768-1-8).4-5 June 2013, Penang, Malaysia Setiawan, M. 2012. Market Structure, Price Rigidity, and Performance in the Indonesian Food and Beverages Industry. PhD Thesis. Wageningen University. Netherlands. Sheperd, W.G. 1997. The Economics of Industrial Organization: Analysis, Markets, and Policies. Fourth Edition. Prentice Hall Intl.. Inc. New Jersey. Stiegert, K. and O. Carton. (1998). Concentration in the U.S. Hard Wheat Milling Industry: Efficiency Gains or Market Power? Dept. of Agricultural Economics, Kansas State University. Teguh, M. (2010). Ekonomi Industri, Cetakan Ke-1, PT Raja GrafindoPersada, Jakarta The 3rd CHREST International Conference 124 126 128 130 131 132 133 135 136 137 139