

**RELATIONSHIP MARKETING BASED ON LINKS BETWEEN AGRIBUSINESS  
ACTORS AND EDUCATION  
(CASE STUDY AT PT. TANIKOTA AGRICULTURAL EDULESTARI)**

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**ABSTRACT**

The competition between business actors in the agricultural sector with almost the same form of business triggers competition between business actors. Companies compete with each other through their strategies in order to maintain the existence of their business and consumers, such as using relationship marketing strategy. This study aimed to understand the pattern of relationship marketing and value exchange at PT. Edusustainable Agricultural Tanikota in Dago, Bandung City. This study adopted a qualitative method with a case study design. The model used to identify stakeholder relationships was the six market models and the exchange of values between actors uses holo mapping. The results of the study indicated that PT. Tanikota Agriculture Edulestari already had five market models, namely the customer market, internal market, referral market, influence market, and recruitment market and do not yet have the potential stakeholders of supplier/alliance market. The exchange of value that occurs in this relationship is the exchange of products and services that generate income. Exchange of value in knowledge that were analyzed were in the form of cultivation insight, agro-education development, marketing and technology. The exchange of value on intangible benefits includes a sense of trust and commitment. Exchange of value in knowledge that were analyzed were in the form of cultivation insight, agro-education development, marketing and technology.

**Keywords:** *actor linkages, relational marketing, value exchange*

**BACKGROUND**

The agricultural sector in Indonesia is a mainstay for the national economy and development. This is in line with the contribution of agriculture which accounts for 13.5 percent of the national GDP (Central Bureau of Statistics, 2019). One part of the agricultural sector that has high potential is horticulture, especially now that Indonesia is aware of better prospects for the development of horticultural commodities because they have high economic value and wide opened market potential from within the country to abroad (Indra, 2017). Indonesia has many provinces with promising agricultural sector potential, one of which is West Java. One of the areas in West Java, namely the development area for the special area of the Bandung basin, has the potential for development in the agricultural, horticultural, non-polluting industries, creative industries, trade and services, tourism, and plantations. Therefore, the city of Bandung is one of the areas that has the potential to develop through the agricultural sector. This of course will trigger competition between business actors. Therefore, every company competes hard through its strategies in order to maintain the existence of its business and consumers and be able to attract the attention of new consumers, which can later make a positive contribution to the business they manage (Muntazia and Prihandini, 2020).

PT. Tanikota Agricultural Edulestari is unique by combining the core businesses of agriculture, fisheries, education, services, and also trade with limited land and is in the middle of the city. Seeing that the city of Bandung is also known as a city of education, the concept of agro-education services at PT. Tanikota Agricultural Edulestari is a unique thing to be developed as a form of creativity for business actors. The concept of agricultural cultivation at PT. Tanikota Agricultural Edulestari also has the concept of organic farming which is free from artificial chemical fertilizers and insecticides with permaculture and aquaponic systems.

Data on sales of aquaponic vegetables and fish, as well as agro-education visitors at PT. Edulestari Agricultural Tanikota experienced fluctuations. Fluctuations can be caused by supply and demand, but fluctuations can also be due to inharmonious business relationships between stakeholders (Payne, 1999). This will certainly have an impact on the uncertainty of the company's income. Surviving in a volatile market depends on managers understanding that getting and keeping customers requires continuous strategy and innovation (Payne, 1999).

Seeing this phenomenon, PT. Tanikota Agricultural Edulestari can cooperate with institutions that have the same goals and benefit both parties. This can be done by building relational marketing. Relational marketing has the goal of building interactions in a network that can be maintained in the long term, especially for consumer loyalty so that it can increase profits (Melati and Sadeli, 2017). In addition, the costs incurred by the company for loyal customers will be lower than finding new customers who have to pay more for promotions, advertisements, and so on (Payne, 1999).

## RESEARCH METHODS

The research was carried out in October - December 2021 at PT. Tanikota which is located at Jalan Cisitu Indah VI no 1A, Dago, Coblong District, Bandung City, West Java with consideration that PT. Edulestari Agricultural Tanikota is quite developed and has huge potential. It can be seen that this company already has partnerships with several organizations and companies. The relationship advances the company in terms of marketing, technology, and knowledge. This research used case study method.

Determination of key informants carried out by researchers was using a purposive sampling technique, namely taking data sources with certain considerations or criteria (Sugiyono, 2016). Researchers chose informants with the criteria that they have a relationship in the development of companies and partnerships. The informants in this study were the Director and several employees of PT. Tanikota Agriculture Edulestari, CV. Primary Event Organizer, Owner of My Healthy Vegetables, and CEO of Diet Plus. Data collection techniques were carried out by observation, in-depth interviews, and documentation. The objects analyzed are relational marketing and value networks. Value network objects will be analyzed through holo mapping to simplify and explain the exchange of values that occur at PT. Edusustain Agricultural Farmers. Holo mapping is a methodology for analyzing value dynamics at the operational level, strategic tactics, even the macroeconomic level. The stage in making a holo mapping is to describe the mapping of value exchanges as a flow chart showing goods, services and income, knowledge flows and immeasurable benefits. Then analyzed using descriptive analysis which will be associated with the main research object, namely relational marketing based on the six market domain model. The six markets model provides a structure for conducting an overview of the key market domains and stakeholders that are

important to the company. Companies will be able to identify a number of key constituencies in the market domain.

## RESULT AND DISCUSSION

PT. Tanikota Agricultural Edulestari is a company whose goal is to become a provider of agro-education and organic farming services. PT. Edu Lestari Agricultural Farmers have relationships with several potential markets which are mapped through the six markets model of Christopher (2002).

### Customer Market

Customer market is the first market domain which is the most important market domain compared to other markets. This market domain has large groups, namely buyers, intermediaries, and final consumers (Payne, 2002). PT. Tanikota Agricultural Edulestari (Tanikota) has two customer market groups, namely business consumers and end consumers. The business consumers are partners of PT. Tanikota Agribudaa Edulestari namely Diet Plus and My Healthy Vegetables. PT. Edulestari Agrikota Tanikota supplies organic agricultural products in the form of organic vegetables and aquaponic fish. While the end consumers are consumers who buy and consume these products, namely the people of Bandung, Lembang, Sumedang and their surroundings.

Diet Plus as a business consumer of PT. Tanikota Agricultural Edulestari has collaborated since 2018. PT. Tanikota Agricultural Edulestari also always tries to supply products with the quantity and quality according to Diet Plus demand. Diet Plus gives confidence to Tanikota because it has known for a long time that the cultivation process is carried out using an organic concept. So that this is in accordance with the values raised by the Diet Plus business as healthy catering. Therefore, the relationship between the two parties is continuous. Fulfillment of the quantity is adjusted to the needs of Diet Plus, namely around 80% of the harvest produced by Tanikota every month is distributed to Diet Plus. Likewise with My Healthy Vegetables, the owner of Sayur Sehatku has been supplying Aquaponic products to Tanikota since 2016. Tanikota always tries to supply organic products according to the quality and quantity demanded for Sayur Sehatku. Trust from business consumers to the quality of PT. Tanikota Agricultural Edulestari makes the business continuity to date, even though there is no contract agreement yet.

The business commitment carried out between Diet Plus and PT. Tanikota Agricultural Edulestari based on the contract agreement. Meanwhile, between Sayur Sehatku and PT. Tanikota Agricultural Edulestari has not yet established a contract agreement. The competence of each business person fulfills cognitive knowledge regarding how business contracts are executed. Payments are made by Diet Plus and Sayur Sehatku in a maximum time of one day after product delivery. The quality of the products that Diet Plus received has declined due to a lack of controlling (supervision) from the Aquaponics staff at Tanikota, causing the end consumers of Diet Plus to complain and demand to decline. Employee competence is something that needs to be maintained and continuously improved so that the quality of the product does not decrease due to lack of supervision. By taking care of this,

The handling of conflicts that occur due to decreased quality of fish and vegetables is carried out by discussing these problems with the CEO of Diet Plus. Diet Plus responds to this proactively and PT. Tanikota Agricultural Edulestari is responsible for responding to this by providing a discount

on subsequent transactions as a form of compensation. In addition, PT. Tanikota Agricultural Edulestari also evaluates aquaponics employees so they can ensure this does not happen again.

Communication made between Diet Plus and PT. Tanikota Agricultural Edulestari through the intermediary of the CEO of Diet Plus and the Director of Operations of PT. Edusustain Agricultural Farmers. Communication between Diet Plus is carried out by conducting general meetings every two weeks either through online platforms or face to face. While the communication between Sayur Sehatku and PT. Tanikota Agriculture Edulestari through the intermediary of the Owner of My Healthy Vegetables and the Head of the Aquaponics Division of PT. Tanikota. Ordering a number of products is done by telephone and through a shared WhatsApp group. The order will be recorded by employees of PT. Tanikota Agricultural Edulestari division of aquaponics, then made preparations for delivery.

### **Market Influencers**

Market influencer are actors who have various impacts on business development and development at PT. Edusustain Agricultural Farmers. Stakeholders in the influencer market are dominated by CV. Primary Event Organizer and Bandung Institute of Technology (ITB). CV. Primary Event Organizer (CV. Primary) is Tanikota's partner in the field of agro-education. Tanikota gives trust to CV. Primary to provide services to agro-education visitors ranging from promotions to visitor handling. Tanikota gives trust to CV. Primary to provide services to agro-education visitors and carry out agro-education promotions. CV. Primary also provides an approach by conducting sharing sessions regarding the problems faced by PT. Tanikota Agricultural Edulestari especially regarding the promotion and development of the concept of agro-education. This causes continuous cooperation with the existence of contractual agreements. So far, PT. Tanikota and CV. The primary knows and carries out the contents of the contract. Profit sharing payments are made on time according to the agreement contained in the contract.

CV. Primary responds to problems encountered in its business openly and cooperatively. Person in charge of CV. Primary with the management of PT. Tanikota gave a quick response to perceived complaints. The communication that exists between PT. Tanikota Agricultural Edulestari runs through an intermediary manager from CV. Primary. The communication was not only about transactions, but they also discussed the obstacles by holding regular meetings every two weeks.

ITB made PT. Tanikota Agricultural Edulestari as a place for student research and research for campus needs. Tanikota benefits from technology products, for example, such as the Automated Buzzer for Air Conditioning in Greenhouses with appropriate quality and function. The business relationship that is carried out is not yet bound by a contract agreement. The relationship that exists between ITB and PT. Tanikota Agriculture Edulestari is a form of research and development collaboration in technology that is useful for assisting the production process of organic agriculture in Tanikota, one of which is the Automated Buzzer for Air Conditioning in Greenhouses which is the output of student internships. Meanwhile, ITB benefits from experimental land that supports research.

### **Suppliers/Alliance Markets**

Suppliers/Alliance Markets is the market that supplies resources to firms. In procuring agricultural facilities and production (saprotan) for its business, PT. Tanikota Agricultural Edulestari does not yet have a permanent supplier. The tools used in cultivation production were purchased only once at the shop randomly. As for the procurement of seeds, seedlings and fertilizers produced

independently by PT. Tanikota Agricultural Edulestari because it carries the concept of integrated farming.

### **Referral Market**

Referral market is the actor referring to PT. Tanikota Agricultural Edulestari to its consumers (third party). There is a domain consumer referral market and a non-consumer referral market. They become marketers with positive word-of-mouth, especially in voluntary agro-education activities. End consumers from PT. Tanikota Agriculture Edulestari uses individual social media, namely Instagram, in carrying out positive e-word-of-mouth. This can improve the company's image as well as deliver it to new customers.

Referral market non-consumers are companies, institutions or organizations that are not consumers of Tanikota Agricultural Edulestari but are related to Tanikota as producers or partners. Institutions that become non-consumer referrals from Tanikota, namely CV. Primary Event Organizer who regularly markets PT. Tanikota Agricultural Edulestari to educational institutions.

### **Recruitment Market**

PT. Tanikota Agricultural Edulestari still recruits employees and farm laborers in a traditional and family way, namely using open methods and closed methods. One of the open methods carried out by PT. Tanikota Agricultural Edulestari is by doing an apprenticeship program. Apprenticeship programs can be an alternative method of recruiting employees because they have great potential and their skills can be developed further.

The closed method is the recruitment of employees who are given information only to certain people or employees. The majority of farm laborers and employees at Tanikota are residents of Dago Village, Bandung City and its surroundings. Selection of employees is determined by top management (top level management), this is seen from the experience they have and the common vision with the company. PT (Limited Liability Company) management has only been running for one year, the division coordinator selection is carried out with the qualification of having at least one year's experience in the related field.

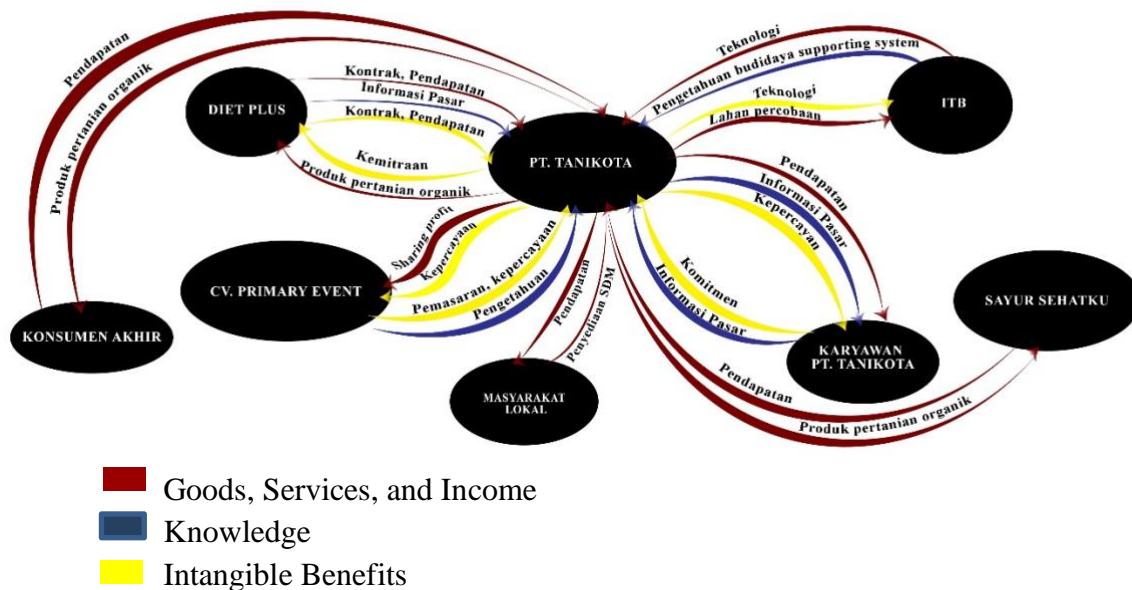
PT employees Since its establishment, Edulestari Agrikota Tanikota has had diverse livelihoods, some are engaged in agriculture and some are engaged in non-agriculture. However, over time there has been a decrease in the number of employees due to the large population of workers who are less committed, thereby disrupting the company's productivity. In addition, there is no cooperation between PT. Tanikota Agricultural Edulestari with recruitment markets such as from educational institutions. This can be a consideration to be more professional in doing business. Improving the recruitment market through collaboration with educational institutions can provide a suitable and quality workforce.

### **Internal Markets**

Internal market is an internal activity at PT. Tanikota Agricultural Edulestari which influences marketing activities. According to Payne (1999) in Sadeli and Utami (2014) this can be done by building working relationships, good internal communication, employee development and training, and supported by proper organizational design. Management design or organizational structure of PT. Edulestari Agricultural Tanikota has not been fully implemented according to its function. The existence of an organizational structure and division of labor makes it easier for company

management, in practice there are still many who do double work. On the other hand, internal communication relations have only been carried out routinely by the top management so that information has not yet reached all employees and laborers working in the field.

Farm workers in the field are daily workers, not permanent employees. They have other jobs besides being farm laborers in Tanikota. The factor of daily workers without a contract causes a lack of commitment to the duties and obligations of farm laborers, thereby disrupting company productivity, especially in the agricultural cultivation sector. This needs to be considered by the company to suppress contracts with employees in order to create commitment, namely a person's behavior which includes general abilities, skills, and guidelines for tasks or responsibilities.



**Figure 1.** Value Exchange at PT. Edusustain Agricultural Farmers

**Value Exchange at PT. Edusustain Agricultural Farmers**

The exchange of values that occurred between PT. Tanikota Agricultural Edulestari with stakeholders involved with the business being run can be seen in Figure 1. The holo mapping proposed by Allee (2000) is an interpretation of the business relationship ties that exist in PT. Edusustain Agricultural Farmers. With this value mapping, it is hoped that it will be able to build valuable interactions in the long term, especially to create stakeholder loyalty, so that the company gets a stable market and can increase company profits.

**Goods, Services, and Revenue (Goods, Service, Revenue)**

Value exchange between PT. Tanikota Agricultural Edulestari in collaboration with Diet Plus in the form of organic vegetables, namely sorrel, spinach, lolorosa, siomak, red oakleaf, kale, swiss chard, lolobiondi, caisim, naibai, kale, pakcoy, red pakcoy, batavia, butterhead, pagoda, romaine, pakcoy white, endive and Tilapia. This collaboration is covered by a business agreement letter or contract between Diet Plus and PT. Edusustain Agricultural Farmers. The business flow that occurs is that the company has signed a partnership contract given capital assistance such as investment. Furthermore, when harvesting, the company has to hand over about 80% of their harvest and send it to Diet Plus.

Value exchange between PT. Tanikota Agricultural Edulestari in collaboration with Sayur Sehatku in the form of only organic vegetables namely sorrel, spinach, lolorosa, dumplings, red oakleaf, kale, swiss chard, lolobiondi, caisim, naibai, kale, pakcoy, red pakcoy, batavia, butterhead,

pagoda, romaine, white pakcoy, and endive. Sayur Sehatku makes direct payments with a maximum limit of one day after receiving the product.

Value exchange between PT. Tanikota Agricultural Edulestari in collaboration with CV. Primary Event Organizer, namely in the form of services to promote and manage agro-educational gardening activities at PT. Edusustain Agricultural Farmers. The form of income exchange that occurs is in the form of profit sharing by sharing according to mutual agreement.

### ***Knowledge Access***

CV. The Primary Event Organizer routinely holds meetings with PT. Tanikota Agricultural Edulestari every two times a month. In the meeting, PT. Tanikota Agricultural Edulestari was given access to ask questions about marketing and agro-education development consultancy to CV. Primary Event Organizer. They will also provide various market information and constraints faced. ITB's role in scientific access is as a supporting system. With the role of ITB, employees and farm workers of PT. Tanikota Agricultural Edulestari is able to recognize useful technology and makes it easier for them to carry out cultivation and competence.

### ***Intangible Benefits***

This flow is an intangible flow, the cooperation that is built makes the relationship between PT. Edusustain Agricultural Farming with Diet Plus is ongoing. This marketing relationship fosters Diet Plus loyalty and Tanikota gains a long-term partnership relationship. Then, CV. Primary Event Organizer in this case gets intangible benefits in the form of a portfolio for business development from the collaboration with PT. Edusustain Agricultural Farmers. ITB and PT. Tanikota Agricultural Edulestari both provide trust even though there is no contract agreement.

## **CONCLUSION AND SUGGESTION**

Based on the identification of the problem and the discussion results that have been obtained in this study, it can be concluded that the relational marketing carried out by PT. Edulestari Agricultural Tanikota consists of five markets based on the six markets model. Procurement of inputs such as seeds, seedlings and fertilizers can be produced independently, so the business can continue to grow even without a supplier/alliance market. The customer market consists of end consumers and business consumers, namely Diet Plus and Sayur Sehatku. Influencer market, namely CV. Primary Event Organizer, and ITB. referral market, namely end consumers who do positive word-of-mouth through personal social media and institutions related to Tanikota such as CV. Primary Event Organizer. The recruitment market, farm laborers and employees at Tanikota were the people of Dago Village, Bandung City and its surroundings. Internal market, internal communication relations between employees were still experiencing many problems so that information has not reached all employees and laborers who work in the field.

Based on the value network described through holo mapping, PT. Tanikota Agricultural Edulestari conducts value exchanges with institutions in the form of agricultural products, income, supporting systems, and fostering the development of the agro-education concept. In addition, for intangible flows, the value exchange that occurs is the company's sense of trust and commitment to

fulfill partner requests. Based on the conclusions that have been described, there are several suggestions related to research as follows:

1. In an effort to maximize the internal market, minimize multiple jobs, hold regular meetings once a month with all employees, hold internal bonding on company anniversaries, and upgrade skills or coach employees.
2. In maximizing the recruitment market, it can be a consideration to work with institutions that can provide a quality workforce.
3. To maximize the customer market, this can be done by appreciating loyal customers in the form of discount vouchers on holidays or special days.
4. Future researchers can better understand and examine the many sources and references related to relational marketing and conduct related research on other companies or institutions. In addition, they can develop this research by using other analytical tools such as Customer Relationship Management (CRM).

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