ANALYSIS OF PARTNERSHIPS IN MAINTAINING THE STABILITY OF THE SUPPLY OF SENGON WOOD CHIPS AT CV AGRO MURTAL SEJAHTERA

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ABSTRACT

This study aims to determine the supply conditions of sengon wood chips, analyze the implementation of the partnership between CV Agro Murtal Sejahtera and its suppliers, and develop a partnership model using the Business Model Canvas (BMC) approach. The study employed a qualitative descriptive method with informants selected through purposive sampling. Data were collected through interviews and documentation, and then analyzed using the BMC approach. The research findings indicate that the supply of sengon wood flour is not yet fully stable, as the average supply from each supplier remains below the production requirement of 3,000 kg. CV Agro Murtal Sejahtera collaborates with three suppliers Saudara Indah, Jhon Grajen, and Surya Indah under a general trade partnership arrangement. The development of partnership models through BMC emphasizes strengthening cooperation, communication, and coordination of supply needs, as well as utilizing multiple suppliers as alternative sources of raw materials. It is hoped that the development of these partnerships will support the availability of raw materials and ensure the smooth production of mushroom baglogs.

KEYWORDS Business Model Canvas, partnerships, suppliers, sengon wood chips, mushroom baglogs

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INTRODUCTION

Agriculture is a strategic sector that plays a key role in supporting the economy and meeting the public's food needs. One horticultural commodity with great potential for development is oyster mushrooms, due to their nutritional content and economic value. In the cultivation process, oyster mushrooms require a growing medium in the form of baglogs made from several raw materials, one of which is sengon wood powder. Sengon wood flour is widely used because its relatively soft texture supports the growth of fungal mycelium.

According to Alfandari et al. (2021), the use of 100% sengon sawdust as a growing medium resulted in better growth compared to the use of other media. Thus, the availability of sengon sawdust is a key factor in ensuring the smooth production of oyster mushroom baglogs. CV Agro Murtal Sejahtera is a business engaged in the production of baglogs and the cultivation of oyster mushrooms, located in Urutsewu Village, Ampel Subdistrict, Boyolali Regency. According to company data, baglog production from 2021 to 2025 has fluctuated, increasing from 198,000 units in 2021 to 220,000 units in 2023, then decreasing to 195,000 units in 2025. Based on an initial interview with the company owner, these changes in production are related to the availability of sengon wood powder, which has not always been sufficient to meet production needs. The company places orders based on production needs and adjusts purchase quantities according to the availability of raw materials from suppliers. If one supplier does not have sufficient raw materials, the company may purchase from another supplier to meet production needs.

These conditions indicate that the stability of the sengon wood chip supply is not only related to the amount of raw material needed, but also to the partnership between the company and its suppliers. Communication and coordination are necessary to convey raw material needs, ensure supply availability, and adjust delivery schedules. Previous research has shown that the implementation of partnerships is associated with cooperation, commitment, and benefits for business sustainability (Ardiyanto et al., 2021; Marito et al., 2023; Dewi et al., 2024). However, studies specifically examining partnerships in maintaining the stability of sengon sawdust supply for baglog production businesses still need to be developed. Based on these issues, this study aims to determine the status of sengon wood flour supply at CV Agro Murtal Sejahtera, analyze the implementation of the partnership between CV Agro Murtal Sejahtera and its suppliers in maintaining the stability of the sengon wood flour supply, and develop recommendations for a partnership model using the Business Model Canvas (BMC) approach. It is hoped that this will provide an overview of how partnerships are implemented and serve as a basis for companies to consider when developing cooperative relationships with suppliers to support the stability of the raw material supply.

METHODOLOGY

This research was conducted at CV Agro Murtal Sejahtera, Urutsewu Village, Ampel District, Boyolali Regency, from May to July 2026. This research used a descriptive qualitative approach. Data were obtained through interviews and documentation. The informants were selected using purposive sampling, consisting of the owner of CV Agro Murtal Sejahtera and three sengon wood powder suppliers who were directly involved in the partnership. Primary data included information on the implementation of partnerships, raw material procurement, communication, coordination, and supply conditions, while

secondary data were obtained from company documents and relevant literature. Data were analyzed descriptively to identify the condition of sengon wood powder supply and the implementation of partnerships. The results were then analyzed using the Business Model Canvas (BMC) approach to develop a recommended partnership model for maintaining the stability of sengon wood powder supply.

RESULT AND DISCUSSION

Supply Conditions for Sengon Wood Flour

CV Agro Murtal Sejahtera sources sengon wood flour from three suppliers: Saudara Indah, Jhon Grajen, and Surya Indah. According to data from 2025, the total supply from these three suppliers amounted to 216,360 kg. Saudara Indah supplied 122,360 kg through 54 purchases, Jhon Grajen supplied 58,000 kg through 24 purchases, and Surya Indah supplied 36,000 kg through 18 purchases. These figures indicate that the company uses multiple suppliers to meet its raw material needs. Jumlah rata-rata pasokan dari masing-masing pemasok belum mencapai kebutuhan perusahaan sebesar 3.000 kg untuk setiap produksi. Perbandingan rata-rata pasokan dengan kebutuhan produksi dapat dilihat pada Tabel 1.1

Table 1.1 Analysis of the Availability of Zengon Wood Flour Supply

Pemasok	Average Supply per Purchase (Kg)	Production Requirements (Kg)	Difference (Kg)
Saudara Indah	2.266	3.000	-734
Jhon Grajen	2.417	3.000	-583
Surya Indah	2.000	3.000	-1.000

Based on Table 1, the average supply from the three suppliers remains below the company's raw material requirements. Saudara Indah has an average supply of 2,266 kg, Jhon Grajen 2,417 kg, and Surya Indah 2,000 kg, while the raw material requirement for a single production run is approximately 3,000 kg. This situation indicates that the quantity supplied in a single purchase does not fully meet the raw material requirements for a single production run. The research findings also show that the company adjusts its production activities based on the amount of sengon wood chips available from suppliers. When the supply from one supplier is insufficient, the company places an order with another supplier. Using multiple suppliers is one way for companies to meet their raw material needs so that production can continue. This is consistent with Pradana et al. (2022), who explain that the availability of raw materials in business operations can be supported through sustainable partnerships.

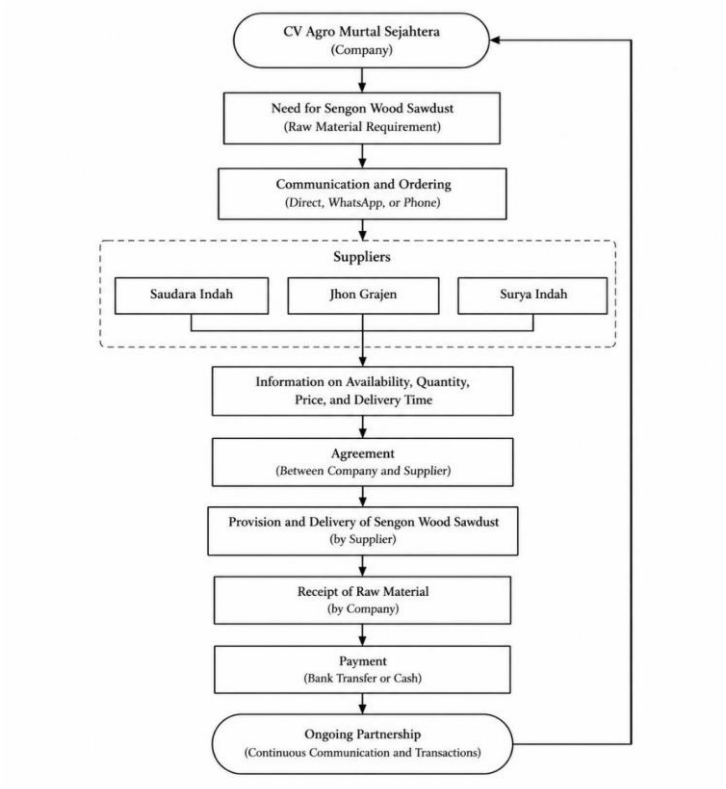
Furthermore, the fact that supply has not yet met production needs highlights the importance of raw material requirements planning and coordination with suppliers. In this study, demand planning is crucial because the amount of supply received by the company still depends on the capacity and availability of raw materials from each supplier. Using three suppliers provides the company with alternatives for sourcing sengon wood chips. Saudara Indah accounts for the largest share of supply and has the highest purchase frequency, while Jhon Grajen and Surya Indah serve as backup suppliers when demand is not fully met. Although the company has three suppliers, the volume of supply received does not always meet production needs.

Implementation of the Partnership

The partnership between CV Agro Murtal Sejahtera and the suppliers of sengon wood flour is carried out through general commercial relations. These relations involve three suppliers: Saudara Indah, Jhon Grajen, and Surya Indah. The suppliers are responsible for providing and delivering the sengon wood flour, while CV Agro Murtal Sejahtera handles ordering, purchasing, receiving the raw materials, and making payments. The relationship that has been established is a reciprocal one, as the company obtains raw materials to support baglog production, while the supplier earns revenue from the sale of sengon wood chips. Orders are placed when the supply of sengon wood flour begins to run low. The company contacts suppliers directly via WhatsApp to inquire about the availability of raw materials and the quantity they can provide. If Saudara Indah cannot meet the demand, the company contacts Jhon Grajen or Surya Indah. Thus, the choice of supplier is determined by the availability of sengon wood flour at each supplier.

Payment is made after the company receives the sengon wood powder. Payment is made via bank transfer or in cash, as agreed upon between the company and the supplier. Timely payment is an integral part of the business relationship, as it is closely tied to the trust between the two parties. The findings of a study by Sari and Putri (2025) also show that timely payments can strengthen cooperative relationships and increase the trust of suppliers or partners. Based on the research findings, the implementation of the partnership can be illustrated through the flowchart of the relationship between the company and the three suppliers as follows.

Figure 2.2 Flowchart of the Partnership Implementation Between CV Agro Murtal Sejahtera and Its Suppliers



Source: primary data, 2026

The figure shows that the implementation of the partnership begins with the need for raw materials at CV Agro Murtal Sejahtera. The company then communicates with the suppliers to determine the availability, quantity, price, and delivery time of the raw materials. After an agreement is reached, the suppliers provide and deliver the sengon wood sawdust to the company. Once the raw materials are received, the company makes the payment according to the agreed terms. The partnership then continues through subsequent communication and transactions. This flow shows that the partnership is carried out repeatedly and adjusts to the availability of raw materials from the suppliers.

Partnership Model Based on the Business Model Canvas

The Business Model Canvas (BMC) is used to describe the implementation of the partnership between CV Agro Murtal Sejahtera and sengon wood sawdust suppliers and to identify aspects that need to be developed to support supply stability. In this study, the BMC is not used to describe a business model in general, but rather to examine the relationships, activities, resources, and parties involved in the supply of sengon wood sawdust. Based on the research findings, the existing partnership can be described through the nine BMC elements as follows.

Figure 1.3 Model Busines Canvas

<table>
<tr><th>KEY PARTNERS</th><th>KEY ACTIVITIES</th><th>VALUE PROPOSITIONS</th><th>CUSTOMER RELATIONSHIPS</th><th>CUSTOMER SEGMENTS</th></tr>
<tr><td rowspan="2">1. Supplier 1 (Saudara Indah)
2. Supplier 2 (Jhon Grajen)
3. Supplier 3 (Surya Indah)
4. Alternative Supplier</td><td>1. Communication with suppliers
2. Early ordering of sengon wood sawdust
3. Price and availability confirmation of sengon wood sawdust
4. Payment according to agreement
5. Evaluation and problem solving</td><td rowspan="2">1. Supply available according to supply needs
2. Appropriate quality of sengon wood sawdust
3. Timely delivery
4. Communication
5. Mutually agreed price</td><td>1. Trust
2. Open communication
3. Commitment to rights and obligations
4. Joint problem solving
5. Mutual support in maintaining sengon wood sawdust availability</td><td rowspan="2">1. Stable supply of sengon wood sawdust
2. Amount of sawdust according to needs
3. Good quality of raw materials
4. Timely delivery</td></tr>
<tr><td>KEY RESOURCES
1. Sengon Wood Sawdust
2. Good partnership relations
3. Information on sengon wood sawdust availability
4. Communication facilities
5. Partnership Relations</td><td>CHANNELS
1. WhatsApp Social Media (Chat, Phone, Video Call)</td></tr>
<tr><th colspan="3">COST STRUCTURE</th><th colspan="2">REVENUE STREAMS</th></tr>
<tr><td colspan="3">1. Sengon Wood Sawdust Purchase Cost
2. Transportation and unloading costs
3. Communication cost</td><td colspan="2">1. Smooth production process of mushroom baglogs
2. Increased production volume
3. Achievement of production targets
4. Increased sales of mushroom baglogs
5. Business sustainability of the company</td></tr>
</table>

Source: Primary and Secondary Data, 2026.

Based on these nine elements, Key Partners and Key Activities are directly related to the supply condition of sengon wood sawdust. The three suppliers play a role in providing raw materials, while the company's activities are still carried out according to its needs and the availability of raw materials from suppliers. This condition indicates that the existence of three suppliers provides alternative sources of supply, but the ordering mechanism still adjusts to the availability of raw materials when they are needed. The BMC was then developed to establish a more structured partnership model. The type of relationship remains a general trading partnership, while the development focuses on the mechanism of partnership implementation. In the Key Activities element, the company is recommended to plan its sengon wood sawdust requirements before placing orders. The

results of this planning can then be communicated to suppliers to determine their respective capacities to meet the company's requirements.

In the Key Partners element, the roles of suppliers can be clarified based on their contribution to the supply. Saudara Indah provides the largest quantity of supply, while Jhon Grajen and Surya Indah serve as supporting suppliers. In addition, the BMC development recommends adding an alternative supplier if the raw material requirements cannot be fulfilled by the existing suppliers. Thus, the development of the BMC does not change the existing general trading partnership, but strengthens the partnership mechanism through raw material requirement planning, communication regarding supplier capacity, clarification of supplier roles, and the addition of an alternative supplier. This development provides a more structured representation of the partnership relationship to support the stability of sengon wood sawdust supply.

CONCLUSION

Based on the results of the study, the supply of sengon wood sawdust at CV Agro Murtal Sejahtera is obtained from three suppliers, namely Saudara Indah, Jhon Grajen, and Surya Indah. The total supply in 2025 reached 216,360 kg, but the average quantity supplied by each supplier per purchase was still below the company's requirement of 3,000 kg per production run. The company therefore uses the availability of raw materials from each supplier as a consideration in determining orders and uses other suppliers when the supply from one supplier is insufficient. The partnership between CV Agro Murtal Sejahtera and the suppliers is implemented through a general trading partnership. The partnership involves ordering, communication regarding raw material availability, delivery, receipt of raw materials, and payment according to the agreed terms. The partnership is carried out repeatedly and is adjusted to the availability and capacity of each supplier. The use of three suppliers provides alternative sources of raw materials, although the supply received does not always fully meet the company's production requirements. The BMC analysis shows that Key Partners and Key Activities are the elements most closely related to the stability of sengon wood sawdust supply. The proposed partnership model maintains the existing general trading partnership while strengthening the mechanism through advance planning of raw material requirements, communication regarding supplier capacity, clearer supplier roles, and the addition of an alternative supplier. This development provides a more structured partnership mechanism to support the stability of sengon wood sawdust supply at CV Agro Murtal Sejahtera.

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