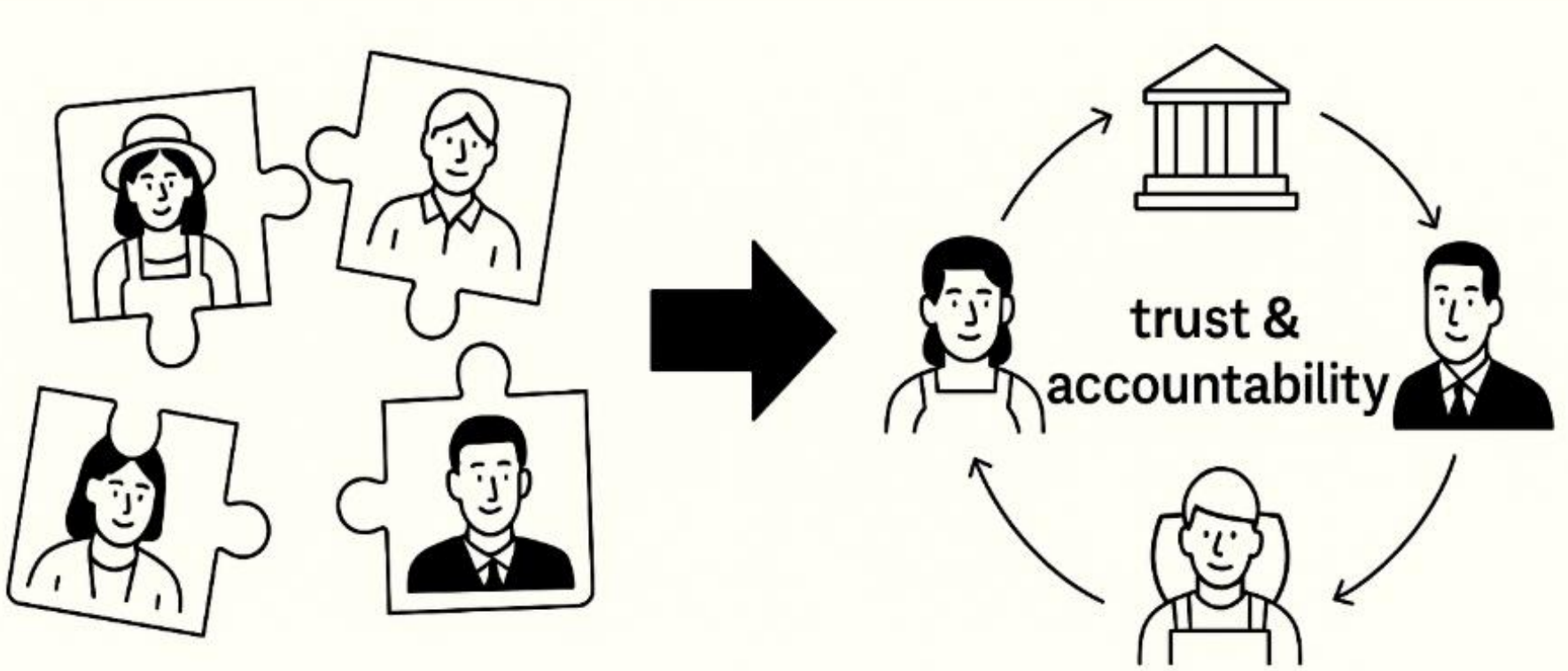
Why isn’t it scaling? The role of service design in agricultural climate adaptation



Currently, the typical farmer journey through cocoa farming is challenged by uncertainty about access to and quality of inputs and labor. Farmers value convenience & reliability above all.

Level of satisfaction

Typical journey

Land preparation

Seedlings
- High prices
- Unreliable supply
- Uncertainty about quality

Side-grafting / replanting
- Most villages have at least one farmer with necessary skills to help

Clone propagation
- Susceptibility to pests and disease

Weeding
- **Affordable herbicide**
- **Adequate labor**

Pruning
- **Lack of trust in outside labor**

Fertilization
- Unreliable supply

Sanitization
- **High labor requirement, but not frequent**

P&D
- **High labor require-ment**

Harvesting
- Community shared labor available

Selling wet beans
- **Weekly price report**
- **Immediate cash**
- **Pick up from farms**

Drying
- Weather dependency
- Rats

Selling dry beans
- Price and grading not understood

Getting started | Planting | Maintenance | Harvesting | Post harvest

Farmer voices from Luwu: Building trust in cocoa services

Pak Rahmat, 58, manages 2 hectares of cocoa in Luwu. He often says:
"I always need to gather my family and neighbors on holidays to help in the farm. Cocoa jobs are now too difficult to do alone"

Bu Maria, 62, cultivates 1.5 hectares of cocoa in Luwu. She often says:
"As a widow, I am very constrained by the labor required to take care of the farm. I only do what I can manage alone—like light pruning and weekly harvesting. For heavy work such as large pruning, spraying, or fertilizing each tree, I often wait until the holidays, when my family can come and help me."

Farmer realities (pain points)

- ~50% of cocoa trees in Luwu are over 15 years old → high need for replanting
- Many widows and elderly farmers
- Preference for family/neighbors; outsider labor often seen as unreliable
- Inputs (fertilizer, seedlings) are scarce or delayed

What we recommends (trust-building service design)

- Stepwise services: start with Dasar (pruning & pest management), then Lanjutan (fertilizer)
- Local embedding: work through Farmer Groups, BUMDES, and Village Savings & Loans Associations (VSLAs)
- Trusted people: Key farmers accompany labor gangs to build credibility
- Consistent coaching: simple, clear standards, repeated during regular on-farm visits
- Service quality: protect by offering pre-defined, simple services

Company voices: From pilots to scalable services

Nick, procurement manager at a snack company. He often says:
"We need stable supply. If farmers can't produce, our factories stop. But we can't manage dozens of small pilots we need something reliable, scalable, and cost-effective."

Claire, RnD lead at a global cocoa buyer. She often says:
"We invest millions in farmer programs, but results are scattered. Farmers drop out, and we don't know why. We just need something that works at scale simple, accountable, and proven."

Companies realities (pain points)

- Multiple silos → Procurement, Sustainability, R&D all launch overlapping projects.
- Short-term budgets → Programs tied to 1–3 year cycles, not long-term farmer engagement.
- Fragmented metrics → Some measure yield, others measure CSR impact, others compliance.
- External delivery → Companies rely on NGOs/consultants, creating weak accountability and continuity gaps.

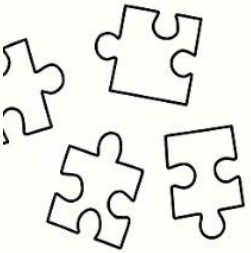
What we recommends (trust-building service design)

- Unifying principle: farmer satisfaction as a shared metric across departments.
- Stepwise models: easy to explain internally and externally.
- Clear accountability: each actor (Farmer Group, BUMDES, VSLA, Key Farmer) has defined roles mirroring corporate reporting structures.
- Signals for leadership: simple adoption/referral numbers that translate across sustainability, procurement, and R&D dashboards.

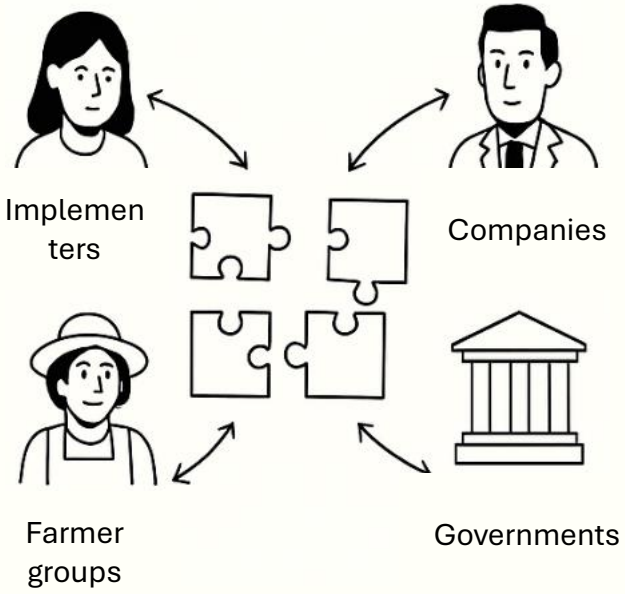
Service design moves adaptation from technical pilots to market-integrated, trusted, and resilient service ecosystems that sustain at scale.

The problem

Many actors implement projects independently, resulting in fragmented efforts. Farmers experience unreliable services, while companies and donors struggle to achieve continuity, accountability, and lasting impact



The shift



Service design views the entire system through a service lens, treating farmers as clients and structuring responsibilities and trust across the value chain.

The value

Integration: links fragmented projects into one model.
Quality & Scale: stepwise services protect standards.
Continuity: local embedding keeps services alive after donors exit.
Shared metrics: adoption, satisfaction, renewal = signals everyone can use.