

Strategy to Increase Added Value of Coffee Commodity for Bentenge Coffee in Mallawa District Maros Regency

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ABSTRACT

This study aims to describe the internal factors and external factors that influence the increase in the added value of coffee commodities at Bentenge Coffee in Mallawa District, Maros Regency and determine strategies that can be applied to increase the added value. This research is a type of qualitative research with a descriptive approach with informants selected based on the determination of informant criteria that have been designed previously. The instrument used is a semi-structured research instrument which is validated by the instrument validator. The results of the study show that the strategy that can be implemented in increasing the added value of the Bentenge Coffee business is an aggressive strategy, namely 1) Improving the quality of human resources to take advantage of science and technology developments and supporting a more varied diversification of processed coffee products, 2) Improving the quality and distinctive taste so that it can take advantage of trends drinking coffee and a wide market reach, and 3) Utilizing the availability of raw materials, production processes with more sophisticated tools and technology to add product variants and improve product packaging so that they are better known as local products that are in demand by consumers.

Keywords: strategy, added value, coffee commodity

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1. INTRODUCTION

One of the main centers of coffee production in Indonesia is South Sulawesi (Thamrin, 2014). The amount of coffee exports from this province is quite large (Martauli, 2018). This is proven by the vast area of coffee plantations in South Sulawesi, which reached 77,609 in 2020. New business opportunities have arisen because South Sulawesi has such a large area of coffee land. In order to be able to compete in the market, the coffee industry requires a number of innovations to increase added value by processing coffee into various other more attractive and varied derivative products (Reswita, 2016). Currently, consuming coffee is used as part of a habit and routine, because of that the processed coffee business opportunity is quite promising (Putra, 2022).

One of the areas in South Sulawesi, namely Mallawa District in Maros Regency, provides natural conditions that allow geographical conditions for the cultivation of coffee commodities. This can be seen from the data on the planting area of Maros Regency and the total coffee production for each sub-district in 2018 and 2019 as follows:

Table 1. Planted Area and Amount of Coffee Production by District
in Maros Regency in 2018 and 2019

No.	Kecamatan	2018	2019	2018	2019
		Wide (Ha)	Wide (Ha)	Production (Ton)	Production (Ton)
1	Mandai	-	-	-	-
2	Moncongloe	1	1	0,30	0,30
3	Maros Baru	-	-	-	-
4	Marusu	-	-	-	-
5	Turikale	-	-	-	-
6	Lau	-	-	-	-
7	Bontoa	-	-	-	-
8	Bantimurung	-	-	-	-
9	Simbang	14	8	4,20	2,40
10	Tanralili	27	22	5,00	6,60
11	Tompobulu	42	30	9,01	9,00
12	Camba	30	23	7,20	6,90
13	Cenrana	33	23	11,00	6,90
14	Mallawa	47	625	14,00	187,50
Maros		194	732	50,71	218,70

Source: South Sulawesi Central Bureau of Statistics

Based on the above data, the largest coffee plantation area and the highest coffee production in Maros Regency is located in Bentenge Village, Mallawa District. This village is a paradise for the coffee commodity, with a plantation area of 50 hectares belonging to the village community and 33.47 hectares managed by the group, local coffee farmers have created three types of mainstay coffee varieties, including Robusta, Arabica and Jember, each with different flavors and their respective advantages.

The Bantimurung Bulusaraung National Park currently oversees the Bentenge, Tanete, Reatoa Bersatu Farmers Group or also known as KTH BETARA Bersatu, a group institution formed with the aim of developing the potential that exists in Bentenge Village, Mallawa District, especially coffee commodities. Currently KTH BETARA Bersatu has succeeded in creating Kopi Bentenge, a regional brand typical of Mallawa with a characteristic taste of fragrant basil, this KTH continues to develop coffee plants. However, there are several obstacles in the development process. Coffee industry players still do not have sufficient knowledge about things such as coffee characteristics and so on. Can only make ground coffee, unable to develop coffee into various processed products that are more different and attractive, and unable to sell coffee commodities effectively. This is shown by the existence of Bentenge coffee, although it has been packaged and sold for more than three years, but it has not been widely exposed, especially in Maros Regency.

Based on the existing problems, this triggers the underdeveloped coffee commodity to become a local product that is known by the outside community in an effort to increase the added value of the coffee commodity. Based on the existing problems, in an effort to increase the added value of the coffee commodity both from the product, productivity and marketing aspects, this has become a trigger so that Bentenge Coffee is less able to become local food whose products can be recognized by the outside community. So that its contribution has not been seen significantly to increasing economic development in Bentenge Village, Mallawa District. Seeing the existing conditions, the researchers will examine the Strategy to Increase the Added Value of Coffee Commodities in Bentenge Coffee in Mallawa District.

Theory of Resource Based View (RBV) is a theory that is often used as a reference in studying the company's internal environment (Paulus & Murdapa, 2016). The assumptions underlying the RBV theory center on how a company can compete with others by allocating its resources in a way that maximizes its capacity to gain competitive advantage. (Simatupang, 2013).

Management is the process of organizing and controlling resources to achieve goals effectively and efficiently (Ikhsan, 2018). Using organizational and other resources in the process of achieving goals is a form of management (Candra Wijaya & Rifa'i, 2016). Meanwhile, business is an activity carried out by people or organizations that provide value through their products and services to make money and meet community needs (Saragih, 2017). Hence, business management is the process by which a company plans, organizes, directs and organizes its resources and actions to fulfill its objectives in a productive and efficient manner in a constantly changing environment.

In general, strategy is a series of actions taken in a different or better way than in the past to generate value for consumers and businesses and to achieve the company's medium or long term goals (Hardianti, 2019). Another definition of strategy is the act of developing long-term plans that focus on goals for leaders and formulating approaches or efforts to achieve these goals (Maisaroh, 2021). One of the advances in value generated by the input treatment in a commodity is the concept of added value (value added). A change in the form, location, or time of a commodity can reveal the inputs that generate the added value of the commodity (Huda, 2014).

2. METHOD

This study aims to determine the internal factors and external factors that affect the Kopi Bentenge business and suggest appropriate alternative strategies to increase the added value of Kopi Bentenge. In general, qualitative research is described as a multi-focus method that is needed for each material topic and requires an interpretive approach (Gugule et al., 2022).

Purposive sampling was used to select Mallawa District, Maros Regency as the research location. The basis for determining the location is because the village is a center for coffee commodities and coffee processing businesses in Maros Regency, according to the object to be studied in this study. Five members of KTH BETARA Bersatu became the main research informants, and the Head of Bentenge Village became a complementary informant. The following are the sources and types of data used: a) primary data, or data obtained directly from the source; b) secondary data, or data found indirectly. The data analysis techniques used in this study are descriptive analysis and SWOT analysis, for more details as follows:

2.1 Descriptive Analysis

Collecting data from the research location is the purpose of descriptive analysis. The results of the descriptive analysis are in the form of comparisons between the ideal conditions identified through literature studies and actual field conditions which are defined from data on various aspects directly related to the implementation of the Benteng Coffee Business.

2.2 SWOT analysis

To increase the added value of the Kopi Bentenge coffee commodity in Mallawa District, Maros Regency, data and information regarding internal and external environmental factors will be analyzed using SWOT (Strength-Weakness-Opportunity-Threats) analysis. This analysis is based on the logic of maximizing strengths and opportunities, while minimizing weaknesses and threats. The following is a draft plan based on SWOT analysis to increase the added value of the coffee commodity:

- a. Based on the magnitude of the urgency, the data that has been collected is known and then examined to determine internal and external factors.
- b. Internal and external factors are entered into the IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) tables respectively.
- c. Perform internal and external factor calculations using a SWOT analysis diagram so that the right strategy can be found.

- d. Enter into a matrix that can clearly show how opportunities and threats can be matched with strengths and weaknesses.

3. RESULTS AND DISCUSSION

3.1. Analysis of Internal Strategy Factors and External Strategic Factors for Bentenge Coffee Business

3.1.2. Internal factors

1) Strength(S)

a) Availability of raw materials

Many of the main raw materials used in the processing of Bentenge Coffee are obtained from coffee farmers who are also members of the KTH BETARA Bersatu, Bentenge Village. Having an area of 50 ha of coffee plantations belonging to the village and 33.47 ha belonging to the group indicates that there is sufficient space that can be used for growing coffee. Therefore, Bentenge Village, Mallawa District, has available raw materials. So the availability of extensive plantation land is one of the keys to the strength of the Banten Coffee industry's growth. The wider the land area, the greater the production potential, and vice versa (Yusuf et al., 2020).

b) This type of coffee with good quality and distinctive taste

Consumer is product quality (Gedalia & Subagio, 2015). Based on the research results, Bentenge Coffee has good quality, as evidenced by its smooth texture, fragrant aroma, and distinctive taste, namely fragrant basil. Government support for Bentenge Coffee is also proof of its high quality, so it needs to be developed.

c) Empowerment of the surrounding community as group HR

The availability of human resources (HR) from the region itself is one of the company's strengths (Wulandari & Tulis, 2022). If the company has the ability to significantly increase the local economy by creating new jobs, increasing people's incomes, increasing sustainable production, and strengthening communities (Akhmad et.al, 2017). Not individuals from outside society, but rather the availability of human resources (HR) from the region itself is one of the company's strengths (Wulandari & Tulis, 2022). If the company has the ability to significantly increase the local economy by creating new jobs, increasing people's incomes, increasing sustainable production, and strengthening communities (Akhmad et.al, 2017). Not individuals from outside the community, but residents of Bentenge Village, are the human resources who form the KTH BETARA Bersatu. Therefore, one of the assets in developing the Bentenge Coffee business is the availability of human resources in Bentenge Village, Mallawa District.

d) The equipment and technology used are quite adequate

Through the processing of agricultural products, technology plays an important role in increasing the added value of agricultural commodities (Mayrowani, 2013). The Bentenge Coffee business has utilized the necessary tools and technology. They already have a roasting machine for roasting coffee and grinding coffee using a heller machine which is very useful in coffee processing even though they don't have a peeler and dryer yet. Technology is very important, technology can help in business growth (Simamora, 2021).

e) Attractive product packaging

Improving product quality and added value can be done with attractive packaging (Yuliani & Widyakanti, 2020). Products have a higher selling value thanks to the use of attractive and recognized packaging and labels in the market (Hasan & Azis, 2018). To increase consumer confidence in products, Benteng Coffee has used attractive packaging. This can be seen from the packaging which is made of plastic, which is not easily torn or damaged, and has halal permits. It also includes information about branding, logos, materials and durability period.

2) Weaknees (W)

a) Far from the city center

Bentenge Village, Mallawa District is 12 km from Ladange, the district capital, and 73 km from Turikale, the regency capital and government center. Certainly one of the toughest challenges for the Kopi Bentenge business is to be able to increase added value, this is due to its remote location, road access which is quite time-consuming to be able to market the product, internet network that does not support promotion, and also lack of knowledge about current events making it difficult increase the added value.

b) Conditions where product processing is inadequate

In the Bentenge Coffee business, even though it already has sufficient tools and technology, the Bentenge Coffee processing site is still in the KTH BETARA Bersatu secretariat which is the home of the Head of KTH Bersatu, of course affecting the comfort of production actors in processing products and visitors who come. Narrow processing sites and ground floor make the production process less effective.

c) Lack of innovation

Product innovation can sometimes have an impact on sales volume and cause a decrease in sales volume (Setiyani, 2020). One of the factors influencing the lack of innovation at KTH Betara Bersatu is the lack of education and knowledge of most of its members. The group has been producing coffee for generations and only processes it into powder, no more varied and interesting processed goods. This certainly affects the ability to create innovation is also low. No only that, low education also affects the level of mastery of tools which is minimal so that the ability to absorb technology still needs to be improved (Rahmadani & Subroto, 2022).

d) Limited ability to market products

Social media has been used by the Bentenge Coffee business in marketing its products. However, the management of social media has not been carried out optimally. The people of Bentenge Village, Mallawa District, especially those who are members of the KTH BETARA Bersatu, still rarely use social media such as online platforms or direct communication social media such as WhatsApp, Facebook and Instagram to promote Kopi Bentenge and the contents of the product content offered. This is caused by several factors, apart from the less supportive internet network at the research location, social media has also not been able to offer interesting information, this indicates that social media is not well controlled.

e) Have not done financial management

Setting priorities and exercising self-control are important components of financial management. Business owners will be more inclined to adhere to management principles such as effectiveness and efficiency with self-control (Al Falih et al., 2019). Business actors will benefit, then be reported and informed in a transparent and correct manner (Safrianti & Puspita, 2021). The Benteng Coffee business has not carried out good financial management, including having poor bookkeeping by using simple notes to record transactions issued, not using accounting principles such as making a balance sheet or income statement.

3.1.2. External Factors

1) Opportunities (O)

a) Government support

The government is very supportive of the Bentenge Coffee Business, as evidenced by the government's attention and assistance received by the Bentenge Coffee business. This assistance is often in the form of invitations to training and seminars held by the government to provide broader knowledge related to business operations, assistance in procuring production equipment, and other forms of government attention and assistance. The government also continues to assist the development of the Benteng Coffee business.

b) Trand in consuming coffee

The rise of cafes and coffee shops in Indonesia is proof that one of the most popular trends today is coffee consumption (Fauzi et al., 2017). This means that coffee products are in great demand, one of which is Bentenge coffee. Bentenge Coffee is in demand by consumers, this can be

seen from the presence of regular customers, apart from that Bentenge Coffee has also been used as a menu in several coffee shops, namely Komoro Coffe and Zstudio Coffe because one of the menus that is assessed is coffee (Ranti, 2020). Therefore, many business owners see opportunities in the coffee industry, including the Bentenge Coffee business.

c) Local products

The hallmark of this original Mallowa product is Bentenge Coffee. Because the raw materials produced there are regional products, the place has its own charm for migrants from outside the area. When residents of Mallowa District, Maros Regency did traveling outside the area, they often buy Kopi Bentenge, an original product to take home as souvenirs.

d) Coffee has the potential to support the diversification of processed products

Product diversification has a significant effect on volume (Khamidi et.al, 2013). One of the areas in Mallowa Sub-District that has quite a large coffee plantation business potential is Bentenge Village, but the coffee plants there are only sold in powder form which is then made into a drink. In fact, there are many coffee-based derivative products and processed goods that can be created in a sustainable manner (Arief & Nurlina, 2021).

e) Development of science and technology

The very rapid development of Science and Technology (IPTEK) has helped business growth. Jobs that used to require a lot of physical strength can now be replaced by widely automated machine tools. The power of human muscles has been replaced by the incredible expansion and acceleration of robotic work systems.

f) Wide open market potential

After Brazil, Vietnam and Colombia, Indonesia is considered the fourth largest coffee producer and exporter in the world. In addition, Indonesia produces coffee beans which are well-known among world coffee drinkers (Novitasari, 2019). Given the large yield of coffee, its high quality and volume of consumption, the market for coffee-related products is very open. The market is said to be large because there are not many restrictions on this business based on location or age.

2) Threats (T)

a) Coffee products from other regions

Coffee is a plant that is widely cultivated outside the Mallowa District, Maros Regency, and is one of the most promising agricultural products. Toraja, Bulukumba and Malino are among the largest coffee producing regions in South Sulawesi. This means that the more coffee production from other regions, the higher the level of product competitiveness.

b) The influence of climate change and erratic weather

The yield of coffee plants in Mallowa District, Maros Regency is affected by climate change and erratic weather. For example, this dry month can turn into the rainy season in the next month or even the dry season can continue. Extreme seasonal fluctuations during the growing season will certainly impact coffee yields. This is due to poor coffee quality and a decrease in coffee production or raw materials.

3.2 Application of SWOT analysis in the Benteng Coffee business

3.2.1 Analysis of Internal Strategic Factors and External Strategic Factors

After determining the internal factors and external factors, make a table of the internal strategic factor matrix (IFAS) and the external strategic factor matrix to evaluate internal and external strategies (EFAS). The following is the IFAS matrix table for Bentenge Coffee Business in Mallowa District, Maros Regency:

Tabel 1. Matrix Analysis of Internal Strategy Factors for Bentenge Coffee Business in Mallowa District, Maros Regency

Strategy Factors Internals (1)	Bobot (2)	Rating (3)	Bobot X Rating (4)
Strengths			
1. Availability of raw materials	0.14	4.00	0.56

2. A type of coffee with a distinctive quality and taste of basil fragrance	0.14	4.00	0.56
3. Empowerment of the surrounding community as group HR	0.13	3.00	0.40
4. Adequate tools and technology	0.13	3.00	0.38
5. Attractive product packaging	0.13	3.00	0.38
Total Score S			2.27
Weaknesses			
1. Far from the center of the crowd	0.06	1.00	0.06
2. Lack of innovation	0.08	2.00	0.16
3. Conditions where product processing is inadequate	0.06	2.00	0.13
4. Limited ability to market product	0.07	2.00	0.14
5. Have not done financial management	0.06	1.00	0.06
Total Skor W			0.55
Total Score S+W	1.00		2.82

Source: Data processed 2022

The following table shows the EFAS matrix for the Bentenge Coffee business in Mallawa District, Maros Regency:

Table 2. Factor Analysis Matrix of the External Strategy of the Benteng Coffee Business in Mallawa District, Maros Regency

Factors External Strategy (1)	Bobot (2)	Rating (3)	Bobot X Rating (4)
Opportunities			
1. Government Support	0.14	4.00	0.56
2. Trends in consuming coffee	0.11	3.00	0.34
3. Local products	0.13	4.00	0.52
4. Coffee has the potential to support the diversification of processed products	0.13	3.00	0.39
5. Development of science and technology	0.11	3.00	0.34
6. Wide open market potential	0.11	3.00	0.34
Total Score O			2.49
Threats			
1. Coffee products from other regions	0.13	2.00	0.26
2. The influence of climate change and erratic weather	0.13	2.00	0.26
Total Score T			0.52
Total Score O+T	1.00		3.01

Source: Data processed 2022

3.2.2 Posisi Matriks

The following can be concluded from the recapitulation of weights and ratings for internal strategic factors (IFAS) and external strategic factors (EFAS):

Table 3. Calculation of Internal and External Values

Internal factors	Internal factors
X = Strengths - Weaknesses	Y = Opportunity - Threat
X = 2,27 - 0,55	Y = 2,49 - 0,52
X = 1,72	Y = 1,97

Source: Data processed 2022

The table above shows that the value $X > 0$ is 0.172, while the value $Y > 0$ is 1.97, according to the table above. This indicates that quadrant I, namely SO, is where Kopi Bentenge must focus its strategic efforts on increasing the added value of the coffee commodity. The recommended strategic alternative for quadrant I which borders the positive X and Y axes is an aggressive approach (Rangkuti, 2014).

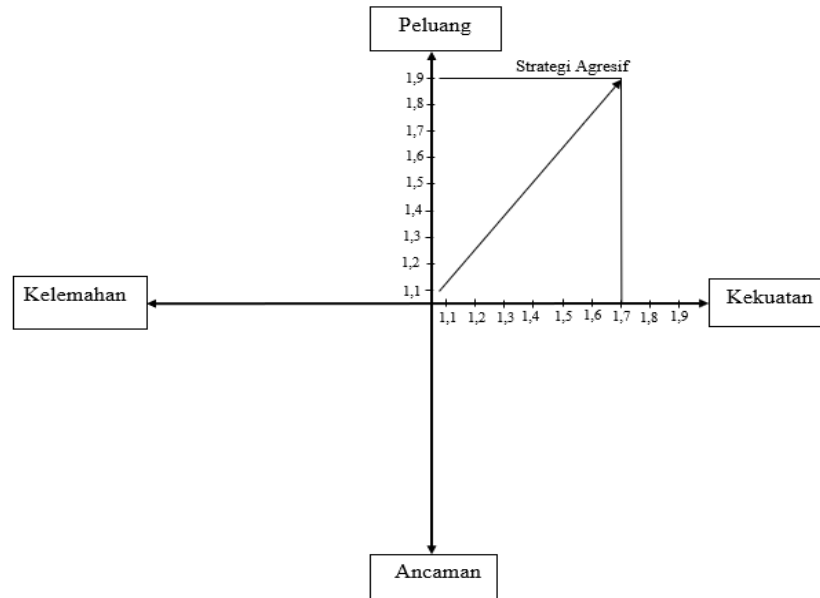


Figure 1. SWOT Analysis Diagram Results

Based on the analysis of the position matrix data, it is clear that Kopi Bentenge has greater strengths than its weaknesses, and its opportunities are greater than its threats. So that in reaching solutions to the main problems at this time to get the desired strategy recommendations, namely taking advantage of existing opportunities and strengths possessed by the Benteng Coffee business.

3.2.3 SWOT Matrix

Combining internal and external aspects to create a strategy is critical to the success of a SWOT analysis matrix. The following table shows the SWOT matrix that can be arranged systematically:

Table 4. SWOT Analysis Matrix of Coffee Commodity Added Value Added Strategy on Bentenge Coffee in Mallawa District, Maros Regency

Internal Factor	Strengths (S) 1. Availability of raw materials 2. A type of coffee with a distinctive quality and taste of basil fragrance 3. Empowerment of the surrounding community as group HR 4. Adequate tools and technology 5. Attractive product packaging	Weaknesses (W) 1. Far from the center of the crowd Kurangnya inovasi 2. Conditions where product processing is inadequate 3. Limited ability to market products 4. Have not done financial management
Eksternal Factor		
Opportunities (O)	Strategy SO	Strategy WO

<ol style="list-style-type: none"> 1. Government Support 2. Trends in consuming coffee 3. Local products 4. Coffee has the potential to support the diversification of processed products 5. Wide open market potential 6. Development of science and technology 	<ul style="list-style-type: none"> - SO-1 Improving the quality of human resources to take advantage of science and technology developments and support a more varied diversification of processed coffee products. (S2: 06, 04) - SO-2 Improving the quality and distinctive taste so that it can take advantage of the coffee drinking trend and broad market reach. (S2: 02, 05) - S-3 Utilizing the availability of raw materials, production processes with more sophisticated tools and technology to add product variants and improve product packaging so that coffee products are more attractive to consumers. (S1, S4, S5:02) 	<ul style="list-style-type: none"> - WO-1 Its location far from the center of the crowd supports the culture of buying souvenirs from local products. (W1: 03) - WO-2 Increasing innovation in an effort to increase the trend of consuming coffee. (W2: 02) - WO-3 Inadequate processing facilities require more attention by the government in terms of procurement of Home Industry. (W3: 01) - WO-4 Increase product marketing capacity to grow the market. (W4: 05) - WO-5 Study and carry out financial management by participating in training and seminars held by the government. (W5: 01)
<p>Threats (T)</p> <ol style="list-style-type: none"> 1. Coffee products from other regions 2. The influence of climate change and erratic weather 	<p>Strategy ST</p> <ul style="list-style-type: none"> - ST-1 Improving good coffee quality and distinctive taste so that it can compete with products from other regions. (S2: T1) 	<p>Strategy WT</p> <ul style="list-style-type: none"> - WT-1 Sharpen the knowledge and creativity of human resources to innovate products to reduce competition for coffee products from other regions. (W2, W4: T1)

Source: Data processed 2022

Based on the SWOT analysis matrix, there are 4 alternative strategies proposing four alternative strategies in increasing the added value of coffee commodities in Mallawa District, Maros Regency as follows:

1) Strategy S-O (*Strength-Opportunities*)

The SO strategy is set to maximize current strengths and seize current opportunities. The suggested strategy is:

- a) Improving the quality of human resources to take advantage of science and technology developments and support a more varied diversification of processed coffee products.
- b) Improving the quality and distinctive taste so that it can take advantage of the trend of drinking coffee and broad market reach.
- c) Utilizing the availability of raw materials, production processes with more sophisticated tools and technology to add product variants and improve product packaging so that they are better known as local products that are in demand by consumers.

2) Strategy W-O (*Weakness-Opportunities*)

The WO strategy is set to reduce weaknesses by taking advantage of existing opportunities.

Suggested strategies include:

- a) Its location which is far from the center of the crowd supports the culture of buying souvenirs of local products.
- b) Inadequate processing facilities require more attention from the government in terms of procuring home industries for processed coffee products.
- c) Improving innovation in an effort to increase consumption trends. Increasing capabilities in marketing products to expand market networks.
- d) Improving the ability to market products to expand the market network.
- e) Studying and conducting financial management by participating in training and seminars held by the government

3) Strategy S-T (*Strength - Threats*)

The ST strategy is set to use force to avoid threats. The suggested strategy is to improve the quality of coffee which is good and has a distinctive taste so that it can also be attractively packaged so that it can compete with products from other regions

4) Strategy W-T (*Weakness-Threats*)

The WT strategy is set to minimize weaknesses and avoid existing threats. The suggested strategy is to hone the knowledge and creativity of human resources to innovate products to reduce competition for coffee products from other regions.

4. CONCLUSIONS AND SUGGESTION

From the research and data analysis conducted, the following conclusions can be drawn: (1) Internal factors which are the strengths of the Bentenge Coffee Business are the availability of raw materials, types of coffee with good quality and distinctive taste, empowerment of the surrounding community as group HR, sufficient equipment and technology used and attractive product packaging. Internal factors which are weaknesses are far from the center of the crowd, lack of innovation, inadequate product processing conditions, limited ability to market products, and not yet carried out financial management. While the external factors which are opportunities for the Bentenge Coffee business are government support, trends in consuming coffee, local products, coffee has the potential to support diversification of processed products, developments in science and technology and, the potential for a wide open market.

The external factors that pose a threat are coffee products from other regions and the effects of climate change and erratic weather. (2) An aggressive approach, namely the S-O (Strength-Opportunities) strategy should be chosen in an effort to increase the added value of coffee commodities in Bentenge Coffee in Mallawa District, Maros Regency which includes three alternative strategies consisting of improving the quality of human resources to take advantage of science and technology developments and support diversification of processed products more varied coffee, improve the quality and distinctive taste so as to take advantage of the trend of drinking coffee and broad market reach, and take advantage of the availability of raw materials, production processes with more sophisticated tools and technology to add product variants and improve product packaging so that it is better known as local products that are in demand by consumers.

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