

# Strategic Development of the Coffee Commodity Business at the Mandalagiri Coffee Producers Cooperative

Ahmad Mufid<sup>1\*</sup>, Ujang Sumarwan<sup>2</sup>, Mimin Aminah<sup>3</sup>

<sup>1</sup>Master's Program in Management Science, Faculty of Economics and Management, IPB University, Indonesia.

<sup>2</sup>Department of Family and Consumer Sciences, Faculty of Human Ecology, IPB University, Indonesia.

<sup>3</sup>Department of Management, Faculty of Economics and Management, IPB University, Indonesia.

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Corresponding Author:

Ahmad Mufid

[ahmad24mufid@gmail.com](mailto:ahmad24mufid@gmail.com)

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**Abstract:** Coffee is one of Indonesia's strategic plantation commodities with high economic value and a significant role in supporting the national economy. This study aims to formulate a business development strategy for the coffee commodity at the Mandalagiri Coffee Producers Cooperative, located in Garut Regency, West Java. The research employs a descriptive qualitative method and strategic analysis, with data analyzed using the Business Model Canvas (BMC), SWOT, Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Quantitative Strategic Planning Matrix (QSPM), and Simple Additive Weighting (SAW). The SWOT analysis based on the BMC indicates that Mandalagiri Cooperative possesses strengths in product quality and customer loyalty but remains weak in diversification and digitalization, presenting significant opportunities in niche markets while facing challenges from digital competitors. The IFE score (2.80) and EFE score (3.13) suggest the cooperative is in a strategic position to grow through product development and market expansion. Priority strategies include B2B/B2C expansion, brand strengthening, derivative product development, and the formation of a digital marketing team. These strategies were validated using the SAW method and formulated into a new business model emphasizing digital distribution, customer education, and brand image enhancement. Therefore, business development strategies can be implemented through strengthening distribution channels, improving customer relationships, and undergoing digital transformation toward a more adaptive and sustainable business model.

**Keywords:** Business model canvas; Business strategy; Coffee commodity; Cooperative; IFE-EFE matrix; QSPM; SAW

## Introduction

Coffee is one of Indonesia's strategic plantation commodities, possessing high economic value and playing a vital role in supporting the national economy. Indonesia consistently ranks among the world's largest coffee exporters, with export values exceeding one billion USD annually, and the United States as one of its primary export destinations (Gizaw et al., 2022). National coffee production is dominated by Robusta, while Arabica contributes a smaller share. The majority

of coffee is produced by smallholder farmers, who manage over 90% of the coffee-growing land (Bastianin et al., 2016). Indonesia's coffee export performance is influenced by various factors such as domestic and international coffee prices, land area, and production levels, with production volume and international prices showing a positive effect on export values (Syofya et al., 2024; Wati et al., 2023). In addition, coffee exports contribute significantly to the plantation sub-sector GDP, especially in the short term, and serve as a major source of livelihood for millions of farmers (Yanuarti et

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al., 2023). Globally, the importance of coffee as a key export commodity is also evident in other major producing countries such as Brazil and Ethiopia, where coffee exports have been shown to positively impact long-term economic growth (Correia et al., 2024; Gizaw et al., 2022; Murindahabi et al., 2019; H. Wang, 2025). However, challenges remain regarding production fluctuations, the predominance of low-value coffee, and intense global market competition, making quality enhancement and production efficiency essential to strengthening the competitiveness of Indonesian coffee in international markets (Bastianin et al., 2016).

Garut Regency is recognized as a major production center for high-quality Arabica coffee in West Java Province. The distinct taste and aroma of Garut coffee are attributed to the mountainous geography and microclimate that support optimal coffee plant growth, thus meeting the standards of specialty coffee (Towaha et al., 2015). The area under coffee cultivation in Garut continues to expand, predominantly with Arabica varieties, managed through a combination of local knowledge and modern technology to maintain productivity and harvest quality (Tridakusumah et al., 2021). The sustainability of Garut's coffee agribusiness is supported by interrelated economic, social, and environmental factors along the supply chain and reinforced by the institutional role of producer cooperatives, which improve competitiveness, access to finance, and marketing of farmers' coffee products (Yusuf et al., 2025). Consequently, Garut Regency holds great potential for developing Arabica coffee agribusiness based on strong institutional frameworks, agroclimatic advantages, innovative management, and cooperative-driven value chain enhancement (Pragmawiguno et al., 2023).

Nonetheless, coffee producer cooperatives in the region continue to face various structural and managerial challenges. One of the main obstacles in cooperative development is the lack of structured and adaptive business strategies in response to global market dynamics. In this regard, the Business Model Canvas (BMC), introduced by Osterwalder and Pigneur, provides a relevant framework for systematically mapping and evaluating a cooperative's business model, as it identifies strengths, weaknesses, opportunities, and threats across key business elements (Satriyono et al., 2024). The application of BMC in agribusiness cooperatives has been shown to improve efficiency, strengthen institutions, and increase product value through value chain mapping and more targeted strategic development (Furqon et al., 2019). Studies in Garut also indicate that the use of the Social Business Model Canvas (SBMC) can support cooperatives in gaining access to finance, improving productivity, and enhancing bargaining positions in the market (Yusuf et

al., 2025). However, specific research on BMC application in coffee producer cooperatives in Garut remains limited, thus offering novelty in mapping cooperative strengths and challenges and in formulating locally based business development strategies (Mulyati et al., 2021).

This study is essential considering the strategic position of Garut Regency as a major Arabica coffee production center with substantial development potential. The existence of producer cooperatives such as the Mandalagiri Coffee Producers Cooperative demonstrates the critical institutional role in enhancing farmer welfare and improving the competitiveness of local coffee products. Nonetheless, these cooperatives continue to face significant structural and managerial challenges, particularly in developing adaptive business strategies in response to market dynamics. Therefore, this study aims to formulate a business development strategy for the coffee commodity at the Mandalagiri Coffee Producers Cooperative, located in Garut Regency, West Java. The findings are expected to serve as practical references for cooperatives and stakeholders in designing superior, structured, and market-responsive business models for both national and international coffee markets.

## Method

### *Research Location and Period*

This research was conducted at the Mandalagiri Coffee Producers Cooperative, located in Cikandang Village, Cikajang District, Garut Regency, West Java Province. The study focused on coffee commodity business activities, specifically on processed coffee beans including green beans, roasted beans, and Arabica and Robusta coffee seedlings. The research was carried out from October 2023 to April 2024.

### *Research Design*

This study employs a descriptive qualitative approach combined with strategic analysis methods to gain an in-depth understanding of the cooperative's existing conditions and to formulate alternative business development strategies. Data were collected through observation, interviews, and documentation to comprehensively capture the internal and external dynamics of the cooperative (Asri et al., 2022). Analytical tools used include the Business Model Canvas (BMC), SWOT analysis, Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, the Quantitative Strategic Planning Matrix (QSPM), and the Simple Additive Weighting (SAW) method. These tools collectively provide a comprehensive evaluative framework for mapping strengths, weaknesses, opportunities, and threats, and for formulating adaptive

and data-driven business strategies (Mayawati et al., 2024). The combination of these tools is intended to minimize single-source or researcher bias, ensuring that the strategies generated are relevant and applicable to the context of coffee producer cooperative development (Muttaqien et al., 2024).

#### *Population and Sample*

The population in this study includes all stakeholders involved in the business activities of the Mandalagiri Cooperative, covering both internal and external components. The sample comprises core cooperative administrators (chairperson, treasurer, secretary), active members, business partners, consumers, academics, and other coffee business actors. The sampling technique used was purposive sampling, based on criteria of knowledge, experience, and direct involvement in the coffee commodity business (Rahmanda et al., 2024). The research variables include the nine components of the Business Model Canvas (BMC), internal and external strategic factors, and evaluation criteria such as feasibility, impact, and strategic effectiveness (Khoirinnisa et al., 2024). Data were collected through in-depth interviews, direct observations, consumer surveys, literature reviews, and the distribution of questionnaires, using supporting instruments such as interview guides, observation sheets, and questionnaire forms (Anugriansyah et al., 2021). This approach aligns with stakeholder-based cooperative research, which emphasizes collaboration, effective communication, and the involvement of multiple parties in generating inclusive and sustainable business strategies (Rahmanda et al., 2024).

#### *Research Procedure*

The research stages began with identifying the cooperative's existing condition through mapping the nine components of the Business Model Canvas (BMC), providing a comprehensive and systematic overview of its business model (Chungyas et al., 2022). This was followed by a SWOT analysis to evaluate the cooperative's strengths, weaknesses, opportunities, and threats, which served as the basis for formulating development strategies (Dipon et al., 2024). The strategic factors identified from the SWOT analysis were quantified using the IFE and EFE matrices, with weighted scores and ratings obtained through focus group discussions with cooperative administrators and experts to ensure objective and participatory assessments (Fahamsyah et al., 2024). The outcomes of the IFE and EFE matrices were used to construct SO, ST, WO, and WT strategies within the SWOT matrix, which were further analyzed using the Quantitative Strategic Planning Matrix (QSPM) to determine strategic

priorities based on the highest Total Attractiveness Scores (TAS). To further validate the prioritization, the Simple Additive Weighting (SAW) method was applied using specific technical criteria, thereby producing more measurable and targeted strategic decisions (Yulistiyono et al., 2025).

#### *Data Analysis*

Data analysis in this agribusiness cooperative research was conducted in a staged and integrated manner to ensure comprehensive outcomes and to strengthen the cooperative's strategic management. The process began with mapping the nine elements of the Business Model Canvas as a foundation for analyzing the business model, followed by a SWOT analysis to evaluate the cooperative's internal and external factors. These factors were then entered into the IFE and EFE matrices using tested scoring techniques in strategic management—weights (0–1) and ratings (1–4)—where weighted scores were calculated, and the total IFE and EFE scores were used to construct an IE Matrix (Benos et al., 2016).

Alternative strategies derived from the SWOT analysis were further examined using the QSPM by calculating the Total Attractiveness Scores (TAS) to prioritize strategies with the highest appeal (Raji et al., 2024). The SAW method was then used to assess the priority strategies based on technical criteria such as funding needs, feasibility, and effectiveness, with a normalization process and final score summation for more objective decision-making (Raji et al., 2024). Data processing was performed manually and supported by Microsoft Excel to compute matrices and normalize SAW values, in alignment with the digitalization and data integration practices of modern agribusiness management (Chernysheva et al., 2025). The integration of business and marketing analysis has been proven to strengthen cooperative business models to become more sustainable and adaptable to market changes.

## **Result and Discussion**

### *Initial Business Model of the Mandalagiri Cooperative*

The initial business model of the Mandalagiri Coffee Producers Cooperative was analyzed using the Business Model Canvas (BMC) framework developed by Osterwalder et al. (2010), which consists of nine key building blocks: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The mapping results of the cooperative's business model are presented in Table 1.

**Table 1.** Initial Business Model Mapping of the Mandalagiri Cooperative (BMC)

BMC Element	Initial Condition
Customer Segments	Exporters, local distributors, retail buyers
Value Propositions	Premium Arabica coffee (Yellow Bourbon), SCA/SNI quality standards, sustainable farming practices
Channels	Cooperative store, WhatsApp, Instagram
Customer Relationships	Personal relationships, coffee consultation, loyalty discounts
Revenue Streams	Sales of green beans, roasted beans, and coffee seedlings
Key Resources	Farmers' land, cooperative human resources, post-harvest facilities
Key Activities	Cultivation, post-harvest processing, limited promotion
Key Partnerships	Farmers, agricultural advisors, local Agricultural Office, local logistics agents
Cost Structure	Production and logistics costs
BMC Element	Initial Condition

*Value Proposition and Channel Limitations in the Initial Business Model*

Mandalagiri Cooperative has built a strong value proposition through specialty coffee products from selected varieties with quality certifications, as well as sustainable cultivation practices that distinguish it from competitors (Maspul, 2023). However, the business model mapping reveals significant weaknesses in the distribution channels and customer relationship blocks, where the cooperative still relies on physical stores, WhatsApp, and Instagram, without an integrated e-commerce platform or digital system (Y. Wang, 2024). These limitations result in a narrow market reach and suboptimal consumer accessibility, especially beyond the local area (Santos et al., 2024). The lack of development in the channels and customer relationships blocks also leads to low customer loyalty and minimal ongoing two-way interaction (Gil-Gomez et al., 2020; Kamalaldin et al., 2020). The conventional customer relationship approach is insufficient for fostering strong customer engagement amid the increasingly competitive and digitalized coffee market (Kusumaningsih et al., 2025). Studies have shown that digital transformation—such as the implementation of digital CRM, omnichannel strategies, and storytelling content—can enhance customer experience, loyalty, and strengthen both brand and community (Han et al., 2023).

Strategically, the cooperative's business model development should be directed toward digital transformation, including the establishment of an e-commerce platform, integration of online payment systems, and enhanced communication through digital content and online communities (W. Wang et al., 2022). This approach has been proven to expand market reach, improve operational efficiency, and foster emotional connections with consumers, thereby supporting the cooperative's sustainability and competitiveness in the digital era.

*Qualitative SWOT Analysis of Internal and External Conditions*

The identification of the nine elements of the Business Model Canvas (BMC) as applied by the Mandalagiri Coffee Producers Cooperative served as the basis for conducting a SWOT analysis. The aim of this analysis is to evaluate the internal and external conditions that comprehensively influence the cooperative's business performance. Internal factors are categorized into two main groups: strengths and weaknesses, while external factors are classified as opportunities and threats. The results of the SWOT analysis based on the current BMC elements implemented by the Mandalagiri Coffee Producers Cooperative are presented in Table 2.

**Table 2.** Results of the SWOT Analysis on the BMC Elements at Mandalagiri Coffee Producers Cooperative

BMC Element	Strengths (S)	Weaknesses (W)	Opportunities (O)	Threats (T)
Customer Segments	- Loyal and high repeat-order customer base (export market) - Sufficient understanding of market segments	- Limited segmentation (mainly export-focused) - No data-based segmentation system - Millennial, corporate, hotel, and restaurant segments unexplored	- Enter new segments: retail, corporate, hotel, restaurant - Form communication groups for customers	- High switching rate among customers
Value Proposition	- Differentiated post-harvest processes (natural, honey, fermentation) - Superior Yellow Bourbon variety	- Not all products certified (e.g., organic, fair-trade) - No premium packaging - Weak branding	- Rising specialty coffee trend - Consumers seek ethical (fair-trade) and sustainable coffee - Growing interest in local products	- Price competition from cheaper substitutes (e.g., Vietnam, Brazil) - Visually more appealing competitors

BMC Element	Strengths (S)	Weaknesses (W)	Opportunities (O)	Threats (T)
	- High-quality Arabica and Robusta coffee (SCA/SNI standards)			
Channels	- Active offline sales and WhatsApp communication - Instagram used as product showcase	- Inactive website, e-commerce, and marketplace platforms	- Marketplaces (Shopee, Tokopedia) as effective channels - Retail distribution channels - Promotion via coffee communities	- Competitors have more advanced digital channels - Consumers increasingly digital-oriented
Customer Relationships	- Close and informal customer relationships - Direct and responsive communication	- No community hub for customers	- Opportunity to build local coffee communities - Customer education and training	- Customer loyalty vulnerable to price changes - Competitors also build strong customer communities
Revenue Streams	- Revenue nearly IDR 5 billion (2024) - Strong demand from international markets - Diversification (green beans, roasted, seedlings, education)	- Revenue still depends heavily on green beans - Reliant on wholesale market	- Potential to expand into retail (e.g., drip bag, RTD coffee, farm tourism) - Subscription/pre-order systems	- Global price fluctuation - Overdependence on export market - Risk of losing key buyers
Key Resources	- Active young farmers - High-quality coffee seedlings - Physical assets (drying houses, processing tools)	- Limited land area - Lack of large-scale processing equipment - Underdeveloped cooperative HR	- Support from Agriculture Department, CSR funding, training programs	- Seasonal harvest limitations - Flooded harvests may drop prices - Land mostly not farmer-owned
Key Activities	- End-to-end production capability - Post-Harvest activities follow standard practices	- Labor-intensive and manual processes - No standardized SOPs	- Product certification and HACCP training - Coffee education tours - Derivative product production	- Competitors have more efficient production systems - Increasing competitor presence in public education
Key Partnerships	- Strong ties with local farmers and export partners	- Lack of strategic partnerships in digital and modern retail sectors	- Partnerships with cafes, roasteries, investors, and corporations	- Intense competition in securing buyers - Partnerships not permanent - Government policy changes
Cost Structure	- Member self-funding reduces fixed costs - Flexible cost schemes per season	- No fixed budget for professional HR - Limited capital for large equipment	- Opportunities for investment and CSR support - Access to government funding programs	- Rising logistics and packaging costs - Weather and inflation risks affecting production costs

*Quantitative SWOT Analysis of Internal and External Conditions*

The IFE total score of 2.80 reflects internal strengths that still require further enhancement, while the EFE total score of 3.13 indicates that the cooperative operates

in an external environment that is relatively supportive of growth opportunities. These results serve as the initial foundation for formulating relevant and adaptive development strategies tailored to the cooperative’s current conditions, as shown in Table 3.

**Table 3.** IFE and EFE Matrix of Mandalagiri Cooperative

No	Strategic Factors	Weight	Score	Total Score
<b>A. Internal Factors (IFE)</b>				
<b>Strength</b>				
1	Loyal customer base	0.14	4.00	0.56
2	Farmer regeneration program	0.15	3.90	0.59
3	Coffee quality meets SCA/SNI standards	0.13	3.40	0.44
4	Limited distribution channels	0.13	2.00	0.26
<b>Weakness</b>				

No	Strategic Factors	Weight	Score	Total Score
5	Dependence on major buyers	0.11	1.50	0.17
6	Digital channels and marketing team not yet optimal	0.13	2.00	0.22
7	Value-added products not yet fully developed	0.11	1.90	0.21
8	Limited access to large-scale production equipment	0.11	1.50	0.20
9	Dependence on major buyers (repeated factor)	0.11	1.50	0.16
Total IFE Score		1		2.80
<b>B. External Factors (EFE)</b>				
<b>Opportunities</b>				
10	Increasing coffee consumption trend	0.14	3.70	0.52
11	Potential for value-added coffee products	0.13	3.10	0.40
12	Digital customer communities as a loyalty base	0.12	3.20	0.38
13	Market price fluctuation and extreme weather conditions	0.14	3.30	0.46
<b>Threats</b>				
14	Global coffee price volatility and harvest season dependency	0.14	3.30	0.46
15	High customer switching rate	0.13	3.40	0.44
16	Competition from domestic and international coffee products	0.12	2.70	0.31
17	Dependence on external equipment assistance	0.10	2.60	0.27
Total Score EFE		1.00		3.13

Based on Table 3, it is recommended that the cooperative implement a range of alternative strategies simultaneously to strengthen internal capacities and capitalize on available market opportunities. The priority strategies include: (1) expanding into new customer segments, both business-to-business (B2B) and business-to-consumer (B2C); (2) establishing and training a digital marketing team to broaden distribution channels; (3) developing standard operating procedures (SOPs) for harvest risk mitigation to address production and price fluctuations; and (4) developing value-added coffee products to enhance competitiveness in both domestic and export markets (Grashuis, 2018; Wadkar et al., 2024).

The implementation of these strategies must be aligned with the cooperative’s resource capacity to ensure effective and sustainable execution (Child et al., 2019; Toriola et al., 2022). Additionally, collaboration with external partners and the utilization of digital technologies can accelerate innovation, expand market networks, and improve the operational efficiency of the cooperative (Correia et al., 2024). By systematically strengthening its internal structure and optimizing external opportunities, the cooperative has the potential to shift its strategic position from Quadrant II to Quadrant I, indicating strong internal readiness and external support to drive aggressive and sustainable growth (Grashuis, 2018; Wadkar et al., 2024).

The strategic position of the Mandalagiri Coffee Producers Cooperative is expected to shift toward Quadrant I in the IE Matrix, which reflects strong internal capabilities and high external opportunities – thus supporting the implementation of aggressive and sustainable growth strategies (David, 2003). This shift can be achieved through internal strengthening efforts such as improving raw material supply partnerships,

brand development, the formation of a dedicated marketing team, optimization of human resource structures, as well as business model innovation and strategic collaborations to enhance the cooperative's competitiveness (Child et al., 2019; Maciel et al., 2020; Toriola et al., 2022).

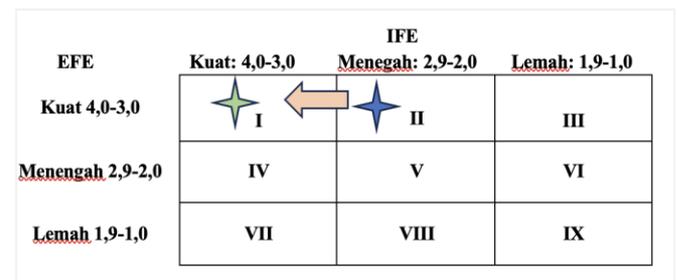


Figure 1. IE matrix (current position and strategic objective of the cooperative)

Based on the SWOT analysis, a set of alternative strategies was formulated and grouped into four main categories: Strength–Opportunity (SO), Weakness–Opportunity (WO), Strength–Threat (ST), and Weakness–Threat (WT). The complete SWOT strategy matrix is presented in Table 4. These strategies are designed to optimize strengths and opportunities, address weaknesses, and mitigate the risks posed by external threats (Grashuis, 2018; Munir et al., 2021).

The SO strategies formulated by the cooperative focus on leveraging internal strengths to optimally respond to external opportunities. These include diversifying market segments into both retail and corporate sectors through flagship products such as Yellow Bourbon, as well as introducing value-added innovations like bottled coffee and drip coffee targeting younger consumers (Toriola et al., 2022; Wadkar et al., 2024). The cooperative also promotes the formation of

customer communities through education- and sustainability-based digital marketing initiatives (Maciel et al., 2020), and establishes strategic partnerships with secondary cooperatives, MSMEs, and investors to support the development of new business units

(Grashuis, 2018; Munir et al., 2021). All of these strategies aim to expand market share, enhance competitiveness, and strengthen the cooperative’s institutional capacity in a sustainable manner (Child et al., 2019; Wadkar et al., 2024).

**Table 4.** SWOT-Based Strategic Alternatives Matrix

	Internal Factor	External Factor
	<b>STRENGTHS (S)</b> 1. Stable and loyal customer base (CS) 2. High product quality – specialty coffee (VP) 3. Competitive pricing and diversified revenue schemes (RS) 4. Farmer-regeneration and farmer-education programs (KR)	<b>WEAKNESSES (W)</b> 1. Limited large-scale production equipment (KR) 2. Digital channels and professional marketing team not yet optimal (CH & KA) 3. Dependence on large buyers (CS & KS) 4. Value-added products not yet fully developed (VP & RS)
	<b>OPPORTUNITIES (O)</b> 1. Increasing coffee consumption trend (CS) 2. Development of value-added coffee products (VP) 3. Digital customer communities as a foundation for loyalty (CH & CR) 4. Cooperative business diversification opportunities (RS)	<b>STRATEGI SO</b> 1. Expand into new B2B and B2C customer segments (S1, S2, O1) 2. Develop innovative coffee products (S3, S2, O2) 3. Build customer communities through farmer education as digital community-based marketing content (S4, O3) 4. Finance cooperative derivative businesses (S1, O4)
	<b>THREATS (T)</b> 1. High customer switching rate (CS) 2. Dependence on harvest seasons and global coffee prices (RS & CS) 3. Intense competition in the coffee industry	<b>STRATEGI ST</b> 1. Maintain product quality and strengthen local branding (S2, T1) 2. Preserve personal relationships and local brand identity (T1, S1) 3. Establish SOPs for harvest risk mitigation (climate and price/supply fluctuation) (S3, T2) 4. Fund self-owned equipment through internal cooperative profits (S4, T3)
		<b>STRATEGI WO</b> 1. Establish and train a digital marketing team (W3, O2) 2. Invest in production equipment through cooperative business revenue (W1, O4) 3. Diversify value-added products for the retail segment (W4, O2) 4. Develop a pre-order scheme for retail customers (W3, O1)
		<b>STRATEGI WT</b> 1. Develop internal investment schemes for equipment acquisition (W1, T3) 2. Conduct branding and digitalization training (W2, T3) 3. Develop value-added coffee products (W4, T2) 4. Diversify and expand buyer partnerships (W3, T1)

\*Information: KR: Key Resources; CS: Customer Segments; KA: Key Activities; VP: Value Propositions; KP: Key Partnerships; CR: Customer Relationships; RS: Revenue Streams; CH: Channels; CS: Cost Structure

The Weakness–Threat (WT) and Strength–Threat (ST) strategies were designed to help the Mandalagiri Coffee Producers Cooperative address a combination of internal weaknesses and external threats. The WT strategy focuses on increasing institutional independence through collective production equipment purchases, strengthening human resource capacity through management and entrepreneurship training, and developing a community-based pre-order system to strengthen customer loyalty (Perkasa et al., 2024; Rismayani et al., 2024). The cooperative is also encouraged to implement participatory risk management standard operating procedures (SOPs) with member farmers to address weather and market price uncertainty. Meanwhile, the ST strategy leverages the cooperative’s internal strengths, such as consistent product quality and close relationships with farmers, to respond to increasingly competitive market pressures. These efforts are strengthened through geographic

identity-based promotions, the implementation of post-harvest mitigation standard operating procedures (SOPs), and the allocation of profits for independent production equipment purchases (Child et al., 2019; Suparno et al., 2024; Wahyudi et al., 2021).

Additional strategies within the WT framework also emphasize the importance of establishing internal investment schemes based on member contributions, business profits, or profit-sharing to reduce dependence on external assistance. Furthermore, cooperatives need to strengthen digital promotion through branding training and visual content management, in response to weak digital competitiveness (Rismayani et al., 2024; Veronica et al., 2021). Product diversification, such as coffee bags and coffee souvenirs, can address global price fluctuations and dependence on raw products (green beans). To mitigate the risk of losing significant customers, cooperatives are advised to expand their purchasing partners to include small hotels, coffee

enthusiast communities, and digital subscription platforms. All of these strategies aim to increase cooperative resilience to market dynamics and strengthen long-term business sustainability (Veronica et al., 2021; Child et al., 2019).

*Formulation of Priority Strategies (QSPM)*

The results of the Quantitative Strategic Planning Matrix (QSPM) analysis indicate that the Mandalagiri Coffee Producers Cooperative has categorized its business development strategies into two levels of

urgency: high urgency and low urgency. High-urgency strategies are focused on market segment expansion, brand strengthening, value-added product development, formation of a digital marketing team, and the establishment of risk mitigation SOPs. Meanwhile, low-urgency strategies include customer loyalty programs, coffee product innovation, investment in production equipment, and pre-order schemes. A detailed ranking of the strategies based on the Total Attractiveness Score (TAS) is presented in Table 5.

**Table 5.** Strategic Priorities Based on QSPM

Strategy	Category Urgency	TAS
Expansion of new customer segments in B2B and B2C markets	High Urgency	36.84
Maintaining product quality and strengthening local brand to counter competition	High Urgency	35.77
Development of value-added coffee products (premium packaging, ready-to-drink, gift sets)	High Urgency	34.97
Formation and training of a digital marketing team	High Urgency	34.39
Funding derivative cooperative businesses through strategic partnerships	High Urgency	34.34
Diversification and expansion of buyer networks (retailers, hotels, corporate clients)	High Urgency	34.20
Development of harvest mitigation SOPs (for adverse weather and price fluctuations)	High Urgency	33.94
Building a customer community through farming education as community-based digital marketing content	High Urgency	33.72
Diversification of derivative products for the retail market segment	Low Urgency	33.51
Development of pre-order schemes for retail and B2B customers	Low Urgency	33.44
Customer loyalty programs and long-term purchase contracts	Low Urgency	32.96
Branding and digitalization training for cooperative management and staff	Low Urgency	32.11
Investment in production equipment through cooperative business ventures	Low Urgency	31.40
Development of innovative coffee products (e.g., bottled coffee, drip bags, etc.)	Low Urgency	31.34
Funding of production tools using the cooperative’s internal profits (SHU)	Low Urgency	28.24
Internal cooperative investment scheme (joint capital for equipment)	Low Urgency	27.29

*Strategy Prioritization Based on Total Attractiveness Score (TAS)*

The prioritization of strategies based on the Total Attractiveness Score (TAS) in the QSPM analysis is an appropriate approach to strengthening the cooperative’s competitiveness. The Mandalagiri Coffee Producers Cooperative places strategies with the highest scores as its primary focus, as these have a direct impact on business growth. Key strategies include the expansion of B2B and B2C customer segments, strengthening of the local brand, and development of value-added products, in line with the recommendations of Brown et al. (Brown et al., 2021), who argue that market-oriented cooperative strategies can enhance organizational resilience. This approach is further supported by the findings of Ergene et al. (2025), who emphasize the importance of sustainability justice and responsiveness to member needs in determining a cooperative’s strategic direction. On the other hand, lower-urgency strategies—such as internal investment schemes and financing for production equipment—remain essential for long-term sustainability. Mitzinneck et al. (2019) explain that structural and collaborative compromises are necessary

to ensure long-term organizational stability. These strategies may be implemented gradually, in accordance with institutional capacity. Moreover, having clear strategic priorities helps the cooperative manage its resources efficiently and fosters greater member participation, as illustrated by Mann et al. (2021) in their study of community-based cooperative success in agrarian regions.

*Strategy Validation Through SAW*

A follow-up analysis using the Simple Additive Weighting (SAW) method was conducted to assess the eight priority strategies from a more operational perspective, based on five key criteria: feasibility, revenue impact, competitiveness, ease of funding, and human resources and technological support. The results revealed a shift in the priority order compared to the QSPM analysis, with strategies such as the formation of a digital marketing team and development of value-added products being rated as more feasible and having a quicker impact, thus ranking highest in implementation readiness. The detailed results of the SAW analysis are presented in Table 6.

**Table 6.** Outcome of the SAW Method Evaluation

Rank	Strategy	Total Skor
1	Expansion of new customer segments in B2B and B2C markets	3.60
2	Development of harvest mitigation SOPs (to address adverse weather and price fluctuations)	3.58
3	Building a customer community through farming education as community-based digital marketing content	3.51
4	Development of value-added coffee products (premium packaging, ready-to-drink, gift set coffee)	3.34
5	Maintaining product quality and strengthening local brand identity to withstand competition	3.26
6	Formation and training of a digital marketing team	3.22
7	Funding derivative cooperative businesses through strategic partnerships	2.96
8	Diversification and expansion of buyer networks (retailers, hotels, corporate clients)	2.68

Prioritizing strategies based on the Total Attractiveness Score (TAS) within the QSPM framework is an effective approach to enhancing the cooperative’s competitive advantage. The Mandalagiri Coffee Producers Cooperative places strategies with the highest scores as the primary focus, as these strategies directly contribute to business growth. Key strategies include the expansion of B2B and B2C customer segments, strengthening of the local brand, and development of value-added products, aligning with the recommendation of Jones et al. (2021), who argue that market-oriented cooperative strategies can enhance organizational resilience. This approach is further supported by Ergene et al. (2025), who highlight the importance of sustainability justice and responsiveness to member needs in defining a cooperative’s strategic direction.

On the other hand, lower-urgency strategies such as internal investment schemes and production equipment financing remain critical for long-term sustainability. As Mitzinneck et al. (2019) explain, structural and

collaborative compromises are essential for maintaining long-term stability. These strategies can be implemented gradually, in accordance with the cooperative’s institutional capacity. Furthermore, clearly defined strategic priorities help the cooperative manage its resources efficiently and enhance member engagement, as demonstrated by Mann et al. (2021) in the context of successful community-based cooperatives in agrarian regions.

*High-Urgency Strategies in the Business Model Canvas Structure*

Strategy mapping was conducted to identify the extent to which each priority strategy directly impacts specific blocks within the Business Model Canvas (BMC). Strategies that have a direct influence on a particular BMC element are marked in dark blue, while those with indirect relationships are indicated in light blue. A detailed mapping of the eight strategies against the nine BMC elements is presented in Table 7.

**Table 7.** Impact of Selected Strategies on BMC's Nine Building Blocks

Alternative Strategy	CS	VP	CH	CR	RS	KR	KA	KP	CoS
Expansion of new customer segments in both B2B and B2C markets	Dark Blue		Dark Blue	Light Blue	Dark Blue				
Development of harvest mitigation SOPs (for adverse weather and price fluctuations)							Light Blue	Dark Blue	Dark Blue
Building a customer community through agricultural education as digital marketing content	Light Blue		Dark Blue	Dark Blue		Light Blue	Light Blue		
Development of value-added coffee products (premium packaging, ready-to-drink, gift sets)	Light Blue	Dark Blue			Dark Blue				Light Blue
Maintaining product quality and strengthening local brand identity to counter market competition		Dark Blue	Light Blue	Light Blue			Light Blue		
Formation and training of a digital marketing team			Dark Blue	Light Blue	Light Blue		Dark Blue		Light Blue
Funding derivative cooperative businesses through strategic partnerships					Light Blue	Dark Blue		Dark Blue	Light Blue
Diversification and expansion of buyer networks (retailers, hotels, corporate clients)	Dark Blue	Light Blue			Dark Blue			Dark Blue	

The strategy of building a customer community through educational digital content (SO3) enhances the Customer Relationships (CR) and Channels (CH) blocks by strengthening customer engagement and loyalty. The development of value-added products (WT3) impacts the Value Proposition (VP) and Revenue Streams (RS) blocks by increasing product diversity and boosting revenue potential. The strategy to maintain product

quality and strengthen the local brand (ST2) reinforces the Value Proposition (VP), Customer Relationships (CR), and Channels (CH) through a focus on quality and brand identity.

The formation of a digital marketing team (WO1) influences the Key Resources (KR) and Channels (CH) blocks, supporting the effectiveness of digital promotion efforts. The financing of cooperative derivative

businesses (SO4) affects the Key Partnerships (KP) and Cost Structure (CoS) blocks by adding external resources and promoting financial sustainability. Lastly, the diversification and expansion of buyer partnerships (WT4) impacts the Customer Segments (CS) and Revenue Streams (RS) blocks by opening up new market opportunities and broadening the cooperative's income streams.

*New Business Model Canvas*

Following the completion of the strategy mapping process, a new business model was formulated. This transformation impacts seven key blocks of the Business Model Canvas, namely: value propositions, channels, customer relationships, revenue streams, key resources, key activities, and key partnerships. The changes within this new business model are illustrated in the following sections.

**Table 8.** New Business Model of Mandalagiri Coffee Producers Cooperative

Variable	Original Model	New Business Model
Key Partnerships	Partner farmers Agricultural extension institutions Regional Agriculture and Cooperative Office Educational institutions Logistics agents - Corporate CSR	Strategic partners: retailers, hotels, restaurants, marketplaces (WT4) Investors and secondary cooperatives (SO4) Digital marketing and branding training partners (WO1)
Key Activities	Coffee cultivation Post-harvest processing Coffee seedling production & distribution Coffee marketing	Development of value-added products: bottled and drip coffee (WT3) Activation of digital customer community & field education (SO3) Digital branding & storytelling (WO1, ST2) SOP development for harvest risk mitigation & buffer stock (ST3)
Value Propositions	Specialty Arabica (Yellow Bourbon) Sustainable farming practices Competitive pricing Youth farmer empowerment	Innovative value-added products (WT3) Premium packaging & strong local branding (ST2) Educational digital customer community (SO3)
Customer Relationships	Loyalty discounts Damaged product guarantee Free coffee consultation Free shipping for bulk orders	Digital customer community (SO3) Pre-orders (retail) & corporate purchase contracts (WT4)
Customer Segments	Local distributors International exporters Local retail consumers Coffee seedling market for partner farmers Local roasteries	Corporates (hotels, restaurants, offices) (SO1, WT4) Modern retailers & digital coffee communities (SO3)
Key Resources	Coffee farmers Cooperative human resources Coffee farms and seedlings Coffee processing equipment	Digital marketing team (WO1)
Channels	Offline: cooperative & direct selling	Online: WhatsApp, Instagram (WO1) Logistics: JNE/JNT (retail), logistics trucks Marketplaces: Tokopedia, Shopee Interactive website (WO1) Digital customer community (SO3)
Cost Structure	Fixed Costs: Cooperative operations Production facilities (electricity, water, internet) Variable Costs: Raw materials Processing Logistics	Investment in value-added products & premium packaging (WT3, SO4) Digital branding & community content costs (WO1, SO3) Operational funds for SOP implementation (ST3)
Revenue Streams	B2B sales: export and domestic (green beans) Coffee seedling sales Processed coffee products	Value-added coffee products: bottled & drip coffee (WT3) Sales of agricultural production inputs (SO4) Staple goods sales (SO4)

The transformation of the Mandalagiri Coffee Producers Cooperative's business model—which includes customer segment expansion, strengthening of product value propositions, and the implementation of omnichannel distribution strategies—demonstrates an adaptive response to shifting market dynamics and the advancement of digital technology. Through digitalization and diversification of distribution channels, the cooperative is able to reach modern retail consumers, institutional buyers, and a broader digital customer base, while simultaneously building customer loyalty through community engagement and pre-order systems (Handayani et al., 2023; Matarazzo et al., 2021). This strategy enhances customer involvement in co-creating value and extends the cooperative's contribution to member empowerment. Support for a hybrid business model is also evident in the integration of online and offline distribution channels, which effectively strengthens the cooperative's competitiveness in a global context (Endres et al., 2019).

Beyond market expansion, product innovation—including bottled coffee, drip bags, gift sets—and additional services such as warranties and community education enrich the cooperative's value propositions. This approach fosters a higher perceived value among customers and encourages long-term loyalty (Xie et al., 2016). Intensive digital interaction also enables the cooperative to build collaborative data-driven assets and strengthen product differentiation through customer co-creation (Matarazzo et al., 2021). Through these strategies, the cooperative no longer relies solely on its primary product but also generates new revenue streams—such as training services, digital content, and community-based offerings—that contribute to long-term business resilience (Endres et al., 2019; Supriadi et al., 2023).

## Conclusion

The results of the study indicate that the Mandalagiri Coffee Producers Cooperative is in a strategic position to pursue aggressive and sustainable growth. This is reflected in an IFE score of 2.80, indicating relatively strong internal capabilities, and an EFE score of 3.13, which suggests a high level of opportunity in the external environment. The cooperative's strengths lie in export customer loyalty, the quality of its Yellow Bourbon specialty coffee, and the presence of young farmer regeneration. However, it also faces significant challenges, including limited production equipment, suboptimal digital channels, and dependence on large buyers. The SWOT, QSPM, and SAW analyses identified several operationally feasible priority strategies that have a tangible impact on the cooperative's competitiveness. The highest Total

Attractiveness Score (TAS) was attributed to the expansion of B2B and B2C customer segments (TAS = 36.84), followed by brand strengthening and the development of value-added coffee products, such as drip bags, bottled coffee, and gift sets. In addition, the formation of a digital marketing team, activation of educational community-based customer engagement, and the development of a harvest risk mitigation SOP contribute to enhancing the cooperative's resilience and innovation. The transformation of the business model affects seven out of nine key elements of the Business Model Canvas (BMC), particularly in value propositions, customer relationships, and channels. The integration of omnichannel distribution and digitalization has expanded market reach while simultaneously building customer loyalty. With the right, data-driven strategies, Mandalagiri Cooperative is well-positioned to meet global market challenges and evolve into a modern, digital, and highly competitive cooperative model.

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