



# Coffee micro small medium enterprises development strategy in Sungai Penuh City, Jambi

Afdhal Chatra

Development Economics Study Program, STIE Sakti Alam Kerinci, Indonesia

## ARTICLE INFO

## ABSTRACT

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Sungai Penuh City is one of the cities in Jambi Province with great potential in developing micro, small, and medium enterprises (MSMEs); coffee and coffee is one of the leading commodities of Sungai Penuh City. The coffee industry in Sungai Penuh City has contributed to the local economy. However, the development of coffee MSMEs in the area is still not optimal. For this reason, a strategy is needed to develop coffee MSMEs in Sungai Penuh City by first conducting IFE and EFA analysis to determine the existing conditions of coffee MSMEs in Sungai Penuh City after knowing the internal and external factors; a SWOT analysis is carried out. The results of this study show that coffee MSMEs are on the criteria of *maintaining* and *maintaining*. Strategies that can be used in this *hold and maintain* position are market penetration strategies, market development, and product development.

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### Corresponding authors:

Afdhal Chatra,  
Department / Faculty / Study Program, Development Economics Study Program,  
Affiliates of STIE Sakti Alam kerinci  
Address Jl.jend.Sudirman no 89. Sungai Penuh City  
Email: [afdhalchatra@gmail.com](mailto:afdhalchatra@gmail.com)

## 1. INTRODUCTION

The coffee industry is one of the critical and rapidly growing economic sectors in many countries, including on the scale of micro, small, and medium enterprises (MSMEs). Coffee has become a favorite beverage for millions of people worldwide, and its popularity continues to rise along with the tendency of consumers to appreciate the quality and variety of coffee increasingly. The domestic coffee industry relies not only on primary commodities (in the form of coffee beans) but in the processed form to obtain added value and increase competitiveness, increasing domestic consumption. The Indonesian coffee industry is classified into three business scales: the small-scale processed coffee industry, the medium-scale processed coffee industry, and the large-scale processed coffee industry. Small and medium enterprises are important in the local and national economy, providing employment, encouraging economic growth, and promoting culture and traditions around coffee Izhar (2022). According to Abdul Azis (2016), the role of coffee commodities is also quite crucial as a source of income for coffee farmers, a source of foreign exchange, a producer of industrial raw materials, and others. Sungai Penuh City is one of the cities in Jambi Province that has excellent potential in developing micro, small, and medium enterprises (MSMEs); coffee and coffee is one of the leading commodities of Sungai Penuh City. The coffee industry in the City of Sungai Penuh has

contributed to the local economy. However, the development of coffee MSMEs in the area is still not optimal. This is due to some human resources' low capacity and quality (Perdana & Rahayu, 2022). According to Pande Komang Suparyana (2020), the low quality of human resources, among others, is caused by low levels of education and inadequate entrepreneurial skills.

The promotion of coffee products that are not optimal is one of the problems that often occur in MSMEs in Sungai Penuh City. Weaknesses in coffee product promotion include limited product variations, lack of promotional media, narrow marketing areas, conventional service processes, and suboptimal marketing strategies. (Livia, 2019; Supriatna et al., 2014; Syihab Ulin Nuha & Hartono, 2022).

Some MSMEs in Sungai Penuh City have limited facilities and infrastructure, such as technological tools and devices. Inadequate facilities and infrastructure can significantly impact the quality of coffee produced by MSMEs and make it difficult for MSMEs to produce high-quality coffee. (Samper & Quiñones-Ruiz, 2017)

The lack of capital and limited access to financing for coffee MSMEs in Sungai Penuh City is one of the obstacles to progress. Limited access to financing and lack of capital are the main challenges faced by micro, small, and medium enterprises (Beck & Demircuc-Kunt, 2006; Gherghina et al., 2020; Zayed et al., 2022). According to Zayed (2022), access to finance is a significant obstacle to MSME's growth and is the second most mentioned obstacle to developing businesses in emerging markets.

The absence of institutions coordinating coffee MSMEs in Sungai Penuh City causes the growth of coffee MSMEs to be sluggish. According to Chowdhury et al. (2019), Chowdhury et al. institutions are essential for the quality and quantity of entrepreneurship. Institutions can influence individual entrepreneurial behavior negatively and positively and impact entrepreneurship and business growth (Alshebami & Seraj, 2022).

From the above problems faced by coffee MSMEs in Sungai Penuh City, a coffee MSMEs development strategy is needed in Sungai Penuh City. The importance of this research is because so far, there has not been a study that identifies the internal and external environmental factors of coffee MSMEs in Sungai Penuh City, and there has been no research that identifies how the development strategy of coffee MSMEs in Sungai Penuh City to develop and be competitive. For this reason, this study aims to identify the internal and external environmental factors of coffee MSMEs in Sungai Penuh City and formulate a strategy for developing coffee MSMEs in Sungai Penuh City in 2023.

The theoretical implications of this study provide new insights into the condition and potential of the local economy in Sungai Penuh City, which can enrich the academic literature on coffee economics in the area. The results of this research can contribute to developing theories and conceptual frameworks relevant to micro and medium coffee businesses, which may have different characteristics and challenges compared to the scale of the business. At the same time, the practical implications of this study can provide practical guidance to coffee MSME players in Sungai Penuh City on more effective and sustainable business development strategies. Local governments and non-governmental organizations can also use the results to design policies that support the development of the micro and medium coffee sector, such as tax incentives or business training.

## 2. RESEARCH METHODS

This study used an *exploratory sequential design* approach. Creswell (2010) explains that exploratory qualitative research is an approach to exploring and understanding the meaning of individuals or groups in response to social problems. The study was conducted in Sungai Penuh City in March 2023. The number of informants is 5 people who are considered experts and know a lot about the problems of coffee MSMEs in

Sungai Penuh City consisting of 1 informant from the economic and development section of the Sungai Penuh City Government, 1 person from the Sungai Penuh City coffee MSME actors, 1 academician, 1 person from Banking and 1 person from the Sungai Penuh City coffee community. The data in this study was obtained from primary data and secondary data. Primary data are obtained through interviews, questionnaires, and observation methods, while secondary data are obtained from literature through books and journals.

The data analysis technique in this study uses IFE and EFE analysis as analytical tools to determine internal and external environmental factors of coffee MSMEs in Sungai Penuh City. According to David(2019), the IFE and EFE matrix aims to identify a business's internal and external factors and formulate a strategy for developing coffee MSMEs in Sungai Penuh City so that they can develop and be competitive in this study using SWOT analysis. According to Rangkuti (2003), the SWOT analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses.

### 3. RESULTS AND DISCUSSION

The results obtained based on the IFE matrix analysis obtained 10 internal strategic factors consisting of five strength factors and five weakness factors with the calculation of a total weight score of 2.92 The calculation results show that the response of coffee MSMEs is in average conditions and is still able to overcome weaknesses in utilizing strengths. The results of calculating the total weight score of the IFE matrix can be seen in Table 1 below.

Table 1. IFE (*Internal Factor Evaluation*) Matrix for Coffee MSMEs in Sungai Penuh City

<i>Strength Factor</i>	Weight	Rating	Score
S1. Coffee production from selected coffee beans.	0,09	4	0,38
S2. Affordable coffee prices	0,11	3	0,34
S3. Coffee MSMEs already have customers	0,09	2	0,19
S4. Has a distinctive coffee taste	0,08	3	0,23
S5. Have partner coffee plantations around the production area.	0,09	3	0,28
Sub Total	0,48		1,44
<i>Weakness Factor</i>	Weight	Rating	Score
W1. The production capacity of coffee MSMEs is still small	0,10	3	0,29
W2. There has been no development of coffee-derived products	0,12	2	0,23
W3. The marketing network of coffee MSMEs is still local	0,08	2	0,15
W.4.The performance of coffee MSMEs has not been efficient and effective	0,12	4	0,46
W.5. Many MSME players have not yet entered <i>e-commerce</i>	0,12	3	0,35
Sub Total	0,52		1,48
Total IFE	1,00		2,92

Source: *Primary Data Processing Results (2023)*

Meanwhile, based on the analysis of the FE E matrix, 10 internal strategic factors were obtained consisting of five opportunity factors and five threat factors with the calculation of a total weight score of 2.90. The calculation results also showed that the response of coffee MSMEs in average conditions can still seize opportunities and deal with threats. The results of calculating the total weight score of the IFE matrix can be seen in Table 2 below.

Table 2. EFE Matrix (*External Factor Evaluation*) MSMEs Coffee City Sungai Penuh

<i>Opportunity Factor</i>	Weight	Rating	Score
O1. Changes in people's lifestyles	0,08	4	0,31
O2. The coffee market is still wide open	0,10	3	0,29
O3. Increasingly advanced technological developments	0,08	3	0,24
O4. The support of the Sungai Penuh City government	0,12	4	0,47

O5. There is an increase in demand for coffee	0,12	3	0,35
Sub Total	0,49		1,67
Threat Factors	Weight	Rating	Score
T1. Fluctuations in raw material prices	0,08	2	0,16
T2. Fierce business competition	0,10	2	0,20
T3. Changes in consumer tastes	0,12	3	0,35
T4. Fragile supply chains	0,10	3	0,29
T5. Climate change	0,12	2	0,24
Sub Total	0,51		1,24
Total EFE	1,00		2,90

Source: Primary Data Processing Results (2023)

After going through the IFE and EFE matrices as input stages, proceed with the IE matrix as the matching stage of determining the strategy used. In Figure 1, the IE matrix shows that the conditions obtained in IFE are medium, namely with a score of 2.92, and the conditions obtained in the EFE matrix with a score of 2.90, so the position of MSMEs in Sungai Penuh City is in cell V with the position of the *hold and maintain* criteria. Strategies that can be used in this *hold and maintain* position are market penetration strategies, market development, and product development.

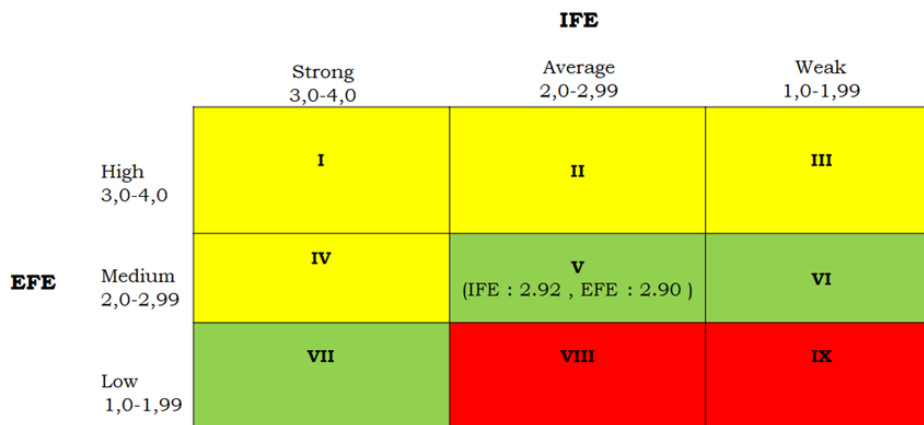


Figure 1. IE matrix MSMEs coffee Sungai Penuh City

The following matching stage is the SWOT matrix, where the primary information material used in this matrix comes from internal and external factors contained in the IFE and EFE matrices and looks at the current position of coffee MSMEs on the IE matrix. This data is used to formulate various alternative strategies by combining internal and external factors to produce ten alternative strategies that can be chosen by coffee MSMEs in Sungai Penuh City.

Table 3. SWOT Matrix MSMEs Development Strategy for Sungai Penuh City

SWOT Matrix MSMEs Coffee Sungai Penuh City	Strength (Strength-S)	Weakness (Weakness-W)
	1. Production of selected coffee beans.	1. Production capacity is still small
	2. Affordable coffee prices	2. There has been no development of derivative products
	3. Already have customers	3. Network marketing is still local
	4. Has a distinctive coffee taste	4. The performance of MSMEs has not been efficient and effective
	5. Have partner coffee plantations around the production area.	5. Many MSMEs players have not yet entered e-commerce

Opportunities (Opportunities-O)	SO Strategy	WO Strategy
1. Changes in people's lifestyles	Focusing on improving competitiveness, quality of coffee products, and maintaining the price of Sungai Penuh City coffee	Increase the efficiency and effectiveness of the performance of coffee MSMEs in Sungai Penuh City and increase coffee production capacity with modern technology.
2. The coffee market is still wide open		
3. Increasingly advanced technological developments		
1. The support of the Sungai Penuh City government	The support of the Sungai Penuh City government	
2. There is an increase in demand for coffee		
Threat (Threats-T)	ST Strategy	WT Strategy
1. Fluctuations in raw material prices	Maintaining the coffee supply chain so that coffee prices remain stable, increasing cooperation with coffee farmer partners around the production area, and helping coffee MSMEs in the form of facilities and infrastructure to increase coffee production in Sungai Penuh City	Enhance roles government in support implementation of promotion and access to capital assistance and conducting training for MSMEs actors to be able to take advantage of <i>e-commerce</i>
2. Fierce business competition		
3. Changes in consumer tastes		
4. Fragile supply chains		
5. Climate change		

Based on the SWOT Matrix in Table 3 above, 4 main strategies in the development of coffee MSMEs in Sungai Penuh City are obtained, which will be explained as follows; (a) SO Strategy: Focus on Improving competitiveness, quality of coffee products, and maintaining coffee prices in Sungai Penuh City is essential because in a competitive coffee industry, improving quality and product quality is an essential factor to differentiate yourself from competitors. Good quality coffee will attract more customers and help build a positive reputation, while consumers choose coffee with good quality and satisfactory taste. Coffee MSMEs can build customer trust and get loyal customers by maintaining product quality.

Although quality is essential, price remains a significant consideration for consumers. For this reason, coffee MSMEs must balance product quality and competitive prices to remain attractive to consumers. Some strategies that MSMEs can do to increase the competitiveness of coffee product quality and maintain coffee prices, according to several previous studies, are Improve the quality of human resources through training and development programs, Redesigning ground coffee product packaging, Product innovation through research and development, Develop innovation capabilities and Improve responsiveness to customer needs, Develop technical and managerial skills (Barreto Peixoto et al., 2023; Lee & Bateman, 2021; Nugraha & Putri Sabrina, 2022) (b) Strategi ST: Maintaining the coffee supply chain to keep coffee prices stable and increase cooperation with coffee farmer partners around the production area and help coffee MSMEs in the form of facilities and infrastructure to increase coffee production in

Sungai Penuh City. Coffee MSMEs can build strong partnerships with coffee farmers around production areas. This can be done by working directly with farmers, buying coffee beans directly from them, or assisting MSMEs in developing sustainable and quality agricultural practices. Coffee MSMEs can also try to enter into long-term purchase contracts with coffee farmers. In this way, the price of coffee can be negotiated relatively for both parties, and farmers can feel more stable in selling coffee crops. In providing facilities and infrastructure, government support is needed so that coffee MSMEs get the facilities and infrastructure needed to increase coffee production. For example, providing access to modern coffee processing facilities, drying of coffee beans, or efficient coffee roasting machines. Sustainable coffee supply chain management is critical for long-term growth and stability. This involves implementing environmentally friendly practices, supporting organic coffee production, and ensuring the economic sustainability of coffee farming systems (Kittichotsatsawat et al., 2021). While according to Yusuf et al. (2022). Fluctuating coffee prices can pose challenges for coffee MSMEs. Efforts are underway to build resilience and mitigate the impact of price fluctuations on the smallholder coffee farming system. This includes promoting income security and finding ways to stabilize prices. By implementing these strategies and initiatives, the goal is to maintain the stability of the coffee supply chain, increase coffee production, and support the livelihoods of coffee farmers and MSMEs involved in the coffee industry. (c) WO strategy: Increasing the efficiency and effectiveness of coffee MSME performance in Sungai Full City and increasing coffee production capacity with the use of modern technology is essential for the progress of coffee MSMEs in Sungai Full City for that coffee MSMEs need to manage their resources, such as raw materials, labor, and time, more efficiently. Using technology, good inventory management, and careful production planning can help optimize the use of resources. In addition, coffee MSMEs need to improve the coffee production process to reduce waste, increase productivity, and avoid mistakes will help MSMEs achieve better efficiency. Then, applying automation technology or production management software can help achieve this goal. Sustainable innovation practices by MSMEs, including in the coffee industry, can increase profits through efficiency and increased sales. Improving the efficiency and effectiveness of coffee MSME performance can be achieved through strategies such as developing innovation capabilities, embracing digital transformation, and implementing sustainable practices. These efforts can increase sales, customer growth, and, ultimately, higher profits. (Kusuma et al., 2022; Pradana & Safitri, 2023). (d) WT Strategy: Increase the role of the government in supporting the implementation of promotion and access to capital assistance and conducting training for MSME actors to be able to take advantage of *e-commerce* because marketing can help MSMEs (Micro, Small, and Medium Enterprises) improve their performance (Dewi et al., 2021; Ibrahim et al., 2021; Upadhyay, 2022). In addition, the government needs to provide mentoring and incentive schemes to help coffee MSMEs get more accessible and affordable access to capital, including business loans, grants, or partnership programs with financial institutions that focus on coffee MSMEs (Rosyadi et al., 2020; Surya et al., 2021)

#### 4. CONCLUSION

The existing condition of coffee MSMEs in Sungai Penuh City consists of internal and external environmental factors based on IFE matrix analysis. Ten internal strategic factors consisting of five strength factors and five weakness factors were obtained with a total weight score of 2.92, and 10 internal strategic factors consisting of five opportunity factors and five threat factors with the calculation of a total weight score of 2.90. The calculation results also show that coffee MSMEs in Sungai Penuh City are in average condition with the position of maintaining and maintaining criteria. The strategies that

can be used in this position are maintaining our market penetration strategies, market development, and product development.

The main strategies for developing coffee MSMEs in Sungai Penuh City using SWOT analysis are: 1). Focusing on improving the competitiveness quality of coffee products and maintaining the price of Sungai Penuh City coffee, 2). Maintaining the coffee supply chain so that coffee prices remain stable, increasing cooperation with coffee farmer partners around the production area, and helping coffee MSMEs in the form of facilities and infrastructure to increase coffee production in Sungai Penuh City, 3). Increasing the efficiency and effectiveness of the performance of coffee MSMEs in Sungai Penuh City and increasing coffee production capacity using modern technology is essential for the progress of coffee MSMEs in Sungai Penuh City 4). Increase the government's role in supporting the promotion and access to capital assistance implementation and conducting training for MSME actors to take advantage of *e-commerce*.

Research on coffee MSME development strategies has contributed to understanding the challenges and opportunities in the coffee industry. Here are some of the contributions of this research: a.) Identify strengths, weaknesses, opportunities, and threats (SWOT) of micro, small, and medium coffee enterprises; b). Identification of internal and external factors affecting the performance of micro, small, and medium coffee enterprises, c). Identify strategies that can be used to develop and improve the performance of micro, small, and medium coffee enterprises

The limitations of this study lie in the availability of data and information needed to analyze MSMEs, such as financial data, and MSME actors have a high level of confidentiality, so they are not willing to participate fully in research. The advice in this study to MSME actors is: a). Maintain good relations between MSMEs and their consumers; b). Maintain good product quality and quality, c). Prioritize and implement the strategic priorities that have been formulated, namely, maintaining and maintaining market penetration strategies, market development, and product development; d). Increase human resources, e). Maximizing the promotion and use of social media to expand the market reach of Coffee MSMEs in Sungai Penuh City

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