



## Business Analysis And Entrepreneurial Strategies In The Coffee Powder Industry In Kepahiang Regency, Bengkulu Province (Case Study: Ck3 Coffee - Central Kedai Kopi Kepahiang)

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### ABSTRACT

This study aims to analyze the business and entrepreneurial strategies implemented by Central Kedai Kopi Kepahiang (CK3) in the ground coffee industry in Kepahiang Regency, Bengkulu Province. CK3 is a coffee business founded by Panca Dewanto in Tebat Monok Village, Agrodehasen Rest Area, Bengkulu. With sales volume reaching 2,000 cups of coffee per month and hundreds of kilograms of coffee powder per month, CK3 has demonstrated significant growth in the local coffee industry. This study employs a qualitative approach using the case study method. Data collection was conducted through in-depth interviews with the founder, participatory observation, and document analysis. The analytical framework utilized the Business Model Canvas (Osterwalder & Pigneur, 2010), Porter's Generic Strategies (Porter, 1985), and Entrepreneurial Orientation (Lumpkin & Dess, 1996). The results indicate that CK3 implements a differentiation strategy, focusing on the unique quality of Kepahiang Robusta coffee beans, a strategic location at a rest area, and a personalized consumer experience. The dominant dimensions of entrepreneurial orientation are proactiveness and innovativeness in product development. Effective marketing strategies include local market penetration, digital channel development, and building a community of coffee enthusiasts.

### INTRODUCTION

The coffee industry is one of the fastest-growing economic sectors in Indonesia. According to data from the International Coffee Organization (2024), Indonesia ranks fourth among the world's largest coffee producers, following Brazil, Vietnam, and Colombia. The coffee sector's contribution to the national economy has become increasingly significant with the rise of the specialty coffee consumption trend, which demands high-quality and unique products.

Bengkulu Province, particularly Kepahiang Regency, holds great potential for coffee industry development. Kepahiang Robusta coffee is known for its distinctive flavor profile, featuring balanced acidity and a robust body. Geographical conditions, including elevations of 400–800 meters above sea level and fertile volcanic soil, are the primary factors supporting the quality of coffee from this region (Ikola Coffee, 2016).

Central Kedai Kopi Kepahiang (CK3) is one of the businesses that has successfully developed the coffee industry in Kepahiang Regency. Founded by Panca Dewanto in Tebat Monok Village, Agrodehasen Rest Area, Bengkulu, CK3 has demonstrated impressive business performance, with sales volumes reaching 2,000 cups of coffee per month and hundreds of kilograms of ground coffee per month. This success warrants a deeper examination of the business strategies and entrepreneurial approaches implemented.

## LITERATURE REVIEW

### Entrepreneurship and Entrepreneurial Orientation

Entrepreneurship can be defined as the process of identifying, evaluating, and exploiting opportunities to create new products or services (Shane & Venkataraman, 2000). In an organizational context, Lumpkin & Dess (1996) introduced the concept of Entrepreneurial Orientation (EO), which consists of five dimensions: innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy.

Wales et al. (2020) state that EO is an organizational attribute that reflects a pattern of sustainable entrepreneurial behavior. In their recent research, Covin & Lumpkin (2011) emphasize that EO can have various manifestations depending on the industry context and the company's development stage.

### Porter's Business Strategy and Generic Strategies

Michael Porter (1985) proposed three generic strategies that companies can use to gain competitive advantage: Cost Leadership, Differentiation, and Focus. A cost leadership strategy aims to be the lowest-cost producer in the industry, while differentiation focuses on creating unique products or services that differentiate them from competitors (Porter, 1985; Vieira & Ferreira, 2020). Stefan et al. (2023) added that a focus strategy involves targeting specific market segments through cost focus or differentiation focus. Recent research by Ngo (2023) shows that companies implementing one of these three generic strategies tend to achieve better performance than companies stuck in the middle.

### Business Model Canvas

Osterwalder & Pigneur (2010) developed the Business Model Canvas (BMC) as a framework for describing, analyzing, and designing business models. The BMC consists of nine building blocks: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Osterwalder & Pigneur, 2010).

According to McFarlane (2017), the BMC provides a comprehensive visual map for understanding how an organization creates, delivers, and captures value. In the context of MSMEs, the BMC has proven effective as a tool for analyzing and developing sustainable business models (Leschke, 2013).

### The Coffee Industry and MSMEs in Indonesia

The coffee industry in Indonesia has shown significant growth, with the emergence of numerous coffee MSMEs in various regions. Research by Ma'rufah et al. (2024) shows that coffee MSME development strategies include human resource development, product development, and the use of digital media for marketing. Widodo & Hidayati (2025), in their study on coffee powder

marketing strategies, emphasized the importance of SWOT analysis in formulating effective strategies. The results showed that a combination of internal strengths and external opportunities can create an optimal growth strategy for coffee MSMEs.

## METHODS

This research uses a qualitative approach using a case study method. According to Yin (2018), a case study is an appropriate method for examining contemporary phenomena in a real-life context, especially when the boundaries between phenomenon and context are unclear. This approach allows researchers to gain an in-depth understanding of the business and entrepreneurial strategies implemented by CK3.

### Data Analysis Techniques

Data analysis was conducted using qualitative analysis techniques through three stages: data reduction, data presentation, and conclusion drawing (Miles & Huberman, 1994). The collected data was reduced to filter information relevant to the research focus. Data presentation was carried out in a structured descriptive narrative based on the theoretical framework used. To ensure data validity, the study applied source triangulation by comparing information from interviews, observations, and documents. Additionally, member checking was conducted to confirm the analysis results with informants.

## RESULTS

### Business Model Canvas CK3 Analysis

**Table 1: Business Model Canvas of Central Kedai Kopi Kepahiang**

<b>Customer Segments</b>	Tourists , community local , owner cafe , coffee collector
<b>Value Propositions</b>	Premium Kepahiang Robusta Coffee with distinctive taste , experience coffee education
<b>Channels</b>	Physical location of rest areas, social media , word-of-mouth, retail partners
<b>Customer Relationships</b>	Personal service , coffee education , community coffee lovers
<b>Revenue Streams</b>	Sales of coffee cups , coffee powder , merchandise, B2B cooperation
<b>Key Resources</b>	Local coffee beans , roasting equipment , location strategic , knowledge founder
<b>Key Activities</b>	Coffee roasting, brewing , packaging , marketing , education
<b>Key Partnerships</b>	farmers , equipment suppliers , partners distribution , coffee community
<b>Cost Structure</b>	Raw materials , operations , marketing , manpower work , maintenance

Based on Business Model Canvas analysis , CK3 has a clear and structured business model . The main value proposition is authentic quality Kepahiang Robusta coffee with a controlled

roasting process with good . Customer segments consist of from tourists passing through the rest area, the community local , and buyers coffee powder for consumption personal and business .

### Differentiation Strategy

CK3 implements a strong differentiation strategy in develop business . Differentiation product done through use Kepahiang Robusta coffee beans that are picked in a way selective and processed with natural processing methods that preserve distinctive taste characteristics. The roasting process is carried out in small batches For ensure consistency quality.

### SWOT Analysis

**Table 2: SWOT Analysis of Central Kedai Kopi Kepahiang**

Strengths	WEAKNESSES
Strategic location in the rest area - Quality Kepahiang coffee authentic - Founder with high passion - Concept coffee education - Community loyal customers	- Limited capital - Dependence on founder - Capacity production Limited - Digital marketing is not yet optimal - Seasonal demand
OPPORTUNITIES	Threats
Specialty coffee consumption trends - Growth Bengkulu tourism - E-commerce and digital marketing - B2B cooperation - Government supports MSMEs	- Competition with modern coffee shop - Fluctuation price coffee beans - Change appetite consumers - Number of competitors new - Dependence weather

### Analysis Of Entrepreneurial Orientation

Based on Lumpkin & Dess's (1996) framework , the analysis of entrepreneurial orientation CK3 shows characteristics as following :

#### Innovativeness

Five Dewanto show level highly innovative in development products . Besides ground coffee traditional , CK3 also develops variants product like ready coffee brew in sachet packaging and coffee with various roasting level. Innovation is also visible in packaging products that use design local Bengkulu as branding elements.

#### Proactiveness

Attitude proactive shown through founder's initiative in identify market opportunities . Panca Dewanto in a way active looking for new markets through participation in coffee exhibitions and events, as well as develop cooperation with various party including hotels and restaurants in Bengkulu.

#### Risk-taking

Courage take risk seen from decision For open location in the rest area that requires it investment significant . The founder also dares do experiment with product new and unexplored marketing strategies Once done by competitors local.

### Marketing Strategy

CK3's marketing strategy refers to the integrated marketing mix (4P) concept :

1. Product: Focus on the quality of Kepahiang Robusta coffee with various Roasting level variants ( light, medium, dark) and attractive packaging

2. Price: Determination price based value - based pricing with positioning as affordable local premium coffee.
3. Place: Distribution through location physical at rest areas, online sales , and collaboration with various retail partners.
4. Promotion: Utilization of social media , word-of-mouth marketing, and participation in local events For building brand awareness.

## DISCUSSION

The research results indicate that CK3's success can be explained by a combination of a solid business model, an effective differentiation strategy, and a strong entrepreneurial orientation. This finding aligns with research by Rauch et al. (2009), which demonstrated a positive relationship between entrepreneurial orientation and business performance.

The differentiation strategy implemented by CK3 aligns with Porter's (1985) recommendation on the importance of creating uniqueness to avoid price competition. Differentiation based on location (rest areas) and product quality (Kepahiang coffee) provides a competitive advantage that is difficult for competitors to imitate.

In the context of coffee MSMEs, this finding is also consistent with research by Ma'rufah et al. (2024), which emphasizes the importance of human resource development and product innovation. Panca Dewanto, as the founder, demonstrates the characteristics of a proactive and innovative entrepreneur, consistent with the EO dimensions described by Lumpkin & Dess (1996).

## CONCLUSION

1. CK3 implements a structured business model with nine integrated elements of the Business Model Canvas. The primary value proposition is the authentic quality of Kepahiang Robusta coffee and a unique customer experience at rest areas.
2. The competitive strategy implemented is a differentiation strategy, focusing on product uniqueness (Kepahiang coffee), strategic location (rest areas), and a personalized and educational customer experience.
3. CK3's entrepreneurial orientation is characterized by a high level of innovativeness and proactiveness in product development and market expansion, as well as risk-taking in investment decision-making.
4. An effective marketing strategy includes local market penetration, digital channel development, building a community of coffee lovers, and collaboration with various business partners.

## SUGGESTION

1. For CK3: Continue product innovation by developing new coffee variants, expanding distribution networks to regional markets, and strengthening digital branding through e-commerce platforms and social media.
2. For Coffee MSMEs: Apply the principle of differentiation by leveraging local uniqueness, developing an entrepreneurial orientation through innovation and proactivity, and building a structured business model.
3. For the Government: Provide support in the form of entrepreneurship training, easier access, and promotion of local coffee products as part of developing the creative economy and regional tourism.

4. For Future Researchers: Develop quantitative research to measure the influence of entrepreneurial orientation variables on the business performance of coffee MSMEs with a larger sample.

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