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## COLLECTIVE MARKETING AS A CATALYST FOR SUSTAINABLE COFFEE FARMING INDUSTRY

Irmayani Noer <sup>1</sup>

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### ABSTRACT

**Objective:** The high demand for coffee on the global market has a major problem that challenges the country, namely information asymmetry between producers and consumers regarding prices. This paper attempts to analyze whether collective marketing can provide higher prices and added value and whether the value chain stimulates the collective marketing chains which raises prices and added value for farmers as producers.

**Theoretical Framework:** Collective marketing can help to address the problem of market information asymmetry in the coffee industry by giving farmers more power and information.

**Method:** The study gathers data through interviews with various stakeholders in the coffee market. This includes farmers themselves, along with local traders, managers of farmer groups, and representatives of exporting companies.

**Results and Discussion:** The value chain analysis revealed a complex coffee marketing system with numerous participants, leading to handling cost inefficiencies. However, the research suggests that despite these complexities, a collective marketing approach can improve outcomes for all involved.

**Research Implications:** This research on collective marketing in the coffee industry holds implications for all three key players: government, traders, and farmers. Collective marketing empowers coffee farmers, boosting national economies and potentially requiring market adaptation for traders.

**Originality/Value:** This research breaks new ground in the region, by focusing on real-world experiences of farmers who engage in both individual and collective marketing, the research offers valuable insights into the potential of this approach for boosting producer profits in a complex market with multiple actors.

**Keywords:** collective marketing, value added, prices of coffee bean.

## 1 INTRODUCTION

Indonesia is the fourth-largest coffee producers in the world after Brazil, Vietnam and Colombia. From the total production of coffee beans, about 67% is exported and the remaining (33%) is used to meet domestic demand. Indonesian coffee exports are dominated by coffee beans of Lampung province with a contribution to the national coffee export volume in 2013 reaching more than 70% (Franchini et al., 2015). In the past five years, Indonesia's coffee export industry has faced several challenges which the main challenge is low value added literacy in marketing value chain to lower coffee production costs ((Noordwijk et al., 2021). Marketing value chain is a strategy used by coffee farmers to increase their bargaining power and improve their access to markets (S Panggabean & Arsyad, 2021). By working together, farmers can negotiate better prices for their coffee and increase their export volumes. One way marketing value chain might influence coffee prices is by collective marketing that increasing the demand for coffee (Bargawi & Newman, 2017) . When farmers work together, they can create a more unified and powerful brand for their coffee. This can make their coffee more attractive to buyers, which can lead to higher prices. Collective marketing can also help farmers to reduce their costs. By working together, farmers can share the costs of marketing and promotion. This can free up more resources for farmers to invest in improving the quality of their coffee, which can also lead to higher prices then farmers can reach a wider range of buyers which can help them to find new markets for their coffee and increase their export volumes.

Coffee beans export tends to be positive growth but it is not enough to lift the welfare of farmers. To fully address the issue of coffee farmers' welfare, it is essential to consider the value chain and marketing chains associated with coffee production (Jha et al., 2011). While coffee beans are the starting point, the value chain encompasses the entire process from cultivation to consumption. Coffee farmers often face challenges at each stage of this chain. Farmers often struggle with limited market access, lack of information about market trends, and exposure to price volatility (*Asibey 2019, n.d. : Nugroho & Ratnawati, 2021* ). These factors make it difficult for them to negotiate fair prices for their products and secure stable market relationships. To address these issues comprehensively, interventions are needed at multiple points in the value chain and marketing chains. This includes implementing fair trade practices, promoting transparent pricing mechanisms, facilitating direct trade relationships between farmers and buyers, and providing training and support to farmers to enhance their productivity and quality (*Asibey 2019, n.d.*). Additionally, initiatives should focus on sustainable farming practices, improving access to finance and credit, and empowering

farmers to participate actively in decision-making processes within the value chain. By addressing the challenges faced by coffee farmers throughout the value chain and marketing chains, it becomes possible to improve their welfare and create a more equitable and sustainable coffee industry.

The coffee industry in Lampung Province, Indonesia, plays a significant role in the regional economy (Nielsen-Muñoz et al., 2018). Lampung is one of the largest coffee-producing provinces in Indonesia, benefiting from favorable geographic and climatic conditions for coffee cultivation. The province is known for its high-quality robusta coffee, with key production areas including Tanggamus, Lampung Barat, and Lampung Utara. In addition to robusta, some farmers also cultivate arabica coffee. The industry in Lampung involves a wide range of stakeholders, including smallholder farmers, cooperatives, and larger commercial plantations to do coffee exports. Coffee processing and value-addition activities, such as roasting, grinding, and packaging, are also prevalent in the region. The industry contributes to local employment, supports rural economies, and provides opportunities for sustainable livelihoods. Efforts are being made to enhance the quality and marketability of Lampung coffee through initiatives like certifications and promotions of specialty coffees. Overall, the coffee industry in Lampung Province continues to thrive, showcasing the rich coffee heritage of the region and contributing to Indonesia's position as a prominent coffee-producing nation. Most farmers in Lampung province were dominated by small farmers with land ownership between 0.5-2 ha; the average productivity less than 1 ton / ha / year; and most of the productions have relatively low quality (grade 5 and 6) so they receive a relatively low price (Fitriani et al., 2008). There are two main problems in the coffee plantations i.e. relatively low productivity and low quality of coffee bean especially for export.

Increasing the value-added coffee beans through marketing value chain that ensure the quality and quality control is needed to improve market access. In this case, the farmers generally do not have the ability to do it individually. Therefore, farmers need an organization to cooperate with exporters and coffee processing company through a partnership. The partnership between the farmers and the company cannot directly be done but requires collective action through farmer organizations to bridge in negotiations on price, quality, and other aspects related (Almond & Hainsworth, 2005; Chirwa et al., 2005). The strategic partnership between farmers' organizations and companies are expected to improve the quality, competitiveness and marketing coverage for farmers. The partnership between the farmers of coffee beans with a company that has existed in Lampung Province, particularly in the West Lampung initiated in 1990 through a cooperative form. Cooperation is done with a

series of training programs including postharvest techniques to improve the quality and productivity of coffee and coffee bean processing. Cooperation in marketing is also important to have a fair trade. This condition can be developed through institutional reform at the domestic level

(Zakaria, 2009). A mutually beneficial partnership between farmers and companies creates the continuity in the supply of coffee beans for the company and better prices for farmers. This study aimed to identify and compare the marketing value chain of coffee bean in Lampung Province.

## 2 OBJECTIVES

This study focuses on improving the income of coffee farmers in Lampung Province, Indonesia, the country's fourth-largest coffee producer. While coffee exports are growing, challenges remain, particularly low value-added coffee due to limited marketing knowledge and access. The research aims to address this by analyzing the coffee marketing value chain in Lampung. The specific objectives are:

- **Identify Challenges in the Current Marketing Chain:** The study will identify the key issues faced by coffee farmers in Lampung, such as limited market access, lack of market information, and price volatility. This includes examining how the current marketing chain structure impacts farmers' bargaining power and income.
- **Evaluate the Potential of Collective Marketing:** The research will explore how collective marketing approaches can address the identified challenges. This involves examining whether collective marketing can increase farmers' bargaining power, access to information, and ultimately, improve coffee bean quality and price.
- **Analyze Partnerships for Enhanced Value Creation:** The study will investigate the role of partnerships between farmers' organizations and processing companies in the value chain. This includes assessing how such partnerships can support farmers in implementing quality control measures, accessing training programs, and securing fair trade practices.

- **Compare Marketing Value Chains:** The research will compare different marketing value chains in Lampung, potentially including individually managed farms, cooperative models, and existing farmer-company partnerships. This comparison aims to identify the most effective model for maximizing value addition for coffee beans and improving farmer income.
- **Develop Recommendations for Improved Practices:** Based on the findings, the research will propose recommendations for policymakers, farmers' organizations, and companies involved in the Lampung coffee industry. These recommendations will focus on implementing successful marketing value chain strategies, promoting collective marketing approaches, and establishing mutually beneficial partnerships to improve the overall welfare of coffee farmers.

### 3 METHODS

The study gathers data through questionnaire and interviews with various stakeholders in the coffee market. This includes farmers themselves, along with collectors, wholesaler, managers of farmer groups, coffee industry, and representatives of exporting companies.

*Marketing channel.* Data and information collection for coffee marketing channel mapping was carried out using a questionnaire with individual respondents of farmers, collectors, wholesalers, farmer groups, coffee industry, and representatives of exporting companies. In addition, information collection for mapping coffee marketing channels is also carried out by direct indepth interviews with key information in farmer level, traders, and government officials.

*Value chain.* The value chain analysis was conducted to determine the performance of marketing of coffee beans both individually and collectively, with indicators covering the cost of production inputs, labor, procurement, and storage. The value chain of coffee beans was analyzed with value added received by actors on the price of coffee beans from each of identified channels of green coffee marketing.

*Value added and margin calculation.* Margin calculation as well as the value added resulted from revenue minus the cost of inputs served as a financial indicator that shows the amount of rewards welfare for the labor and management to generate value added of coffee beans. Value added was the result of revenue minus costs of intermediate level and used as a financial indicator of the amount of reward welfare of the labor and management in generating value

added off coffee beans. Profit was net income (revenue minus total costs) from the work done by every actor in the coffee bean marketing system.

Revenues or sales value (price x volume) obtained in a value chain was part of the value added of the actors in the marketing chain of coffee beans. The revenue and operational services were produced by the perpetrator who is not a core part of the value chain (Perdana and Purwanto, 2008). The components of total value generated from value chain are:

$(\text{Value added}) = (\text{Total of Revenue}) - (\text{The value of Intermediate level goods})$
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The added value and benefits gained by using the value chain analysis were the value added and benefits for one season which is equivalent to one kilogram of coffee beans.

### 3 RESULTS AND DISCUSSION

- **Marketing Channels of Coffee Beans in Lampung Province**

The mapping conducted in the study area identified several actors in the marketing chain of coffee beans namely the farmers, collectors, wholesalers, farmers' groups/cooperatives, Joint Business Group, Federate farmer groups, and exporters. The relationship among actors is illustrated in Figure 3. The linkage among actors is connected through the flow of products, flow of money and flow of information. The flow of coffee bean products in the network is begun in form of the production inputs at the farmer level – yielding wet coffee which is in turn processed to coffee beans.

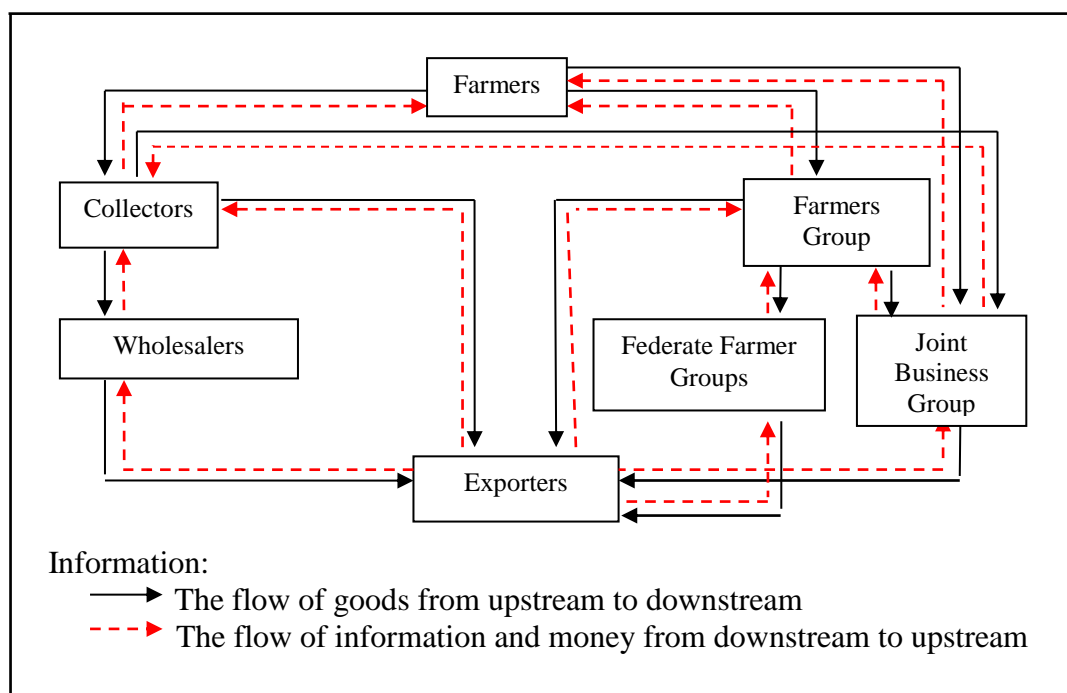
The flow of money is a transaction that occurs among actors, from exporters as consumers of coffee beans, Gapoktan/KUB, farmer groups/cooperatives, wholesalers, collectors, and farmers. The flow of products and money can work well if the flow of information among the actors is good. The information flow is abstract (intangible) because it is the basis for a decision on the size of the material and money flow that exist in the network. Marketing channels of coffee beans that can be identified from this study consist of:

1. Farmers (F) – Collectors (C) – Exsporters (E)
2. Farmers (F) – Collectors (C) – Wholesalers (W) – Exsporters (E)
3. Farmers (F) – Wholesalers (W) – Exsporters (E)
4. Farmers (F) – Collectors (C) – Business Group (BG) – Exsporters (E)

5. Farmers (F) – Farmers Group (FG) – Business Group (BG) – Exsporters (E)
6. Farmers (F) – Farmers Group (FG) – Exsporters (E)
7. Farmers (F) – Business Group (BG) – Exsporters (E)
8. Farmers (F) – Farmers Group (FG) – Gapoktan (G) – Exsporters (E)

There are two marketing systems run by coffee producers in Lampung. The first is by conducting direct sales of bulk coffee to collectors/local middlemen/intermediaries/wholesalers (channels 1, 2, and 3) (traditional channel). The second one is collective sales through farmer organizations (farmer groups / cooperatives business groups/Gapoktan) (channels 4, 5, 6, 7, and 8) which is also known as partnership channel. Collective sales through farmer groups can only be conducted if coffee bean quality satisfies the minimum grade required. Selling coffee beans by farmers either through traditional channel or partnerships channel should be in the form of green coffee beans. In addition, the prevailing price of coffee bean at the farm level is the international price minus the costs arising from the marketing process. Farmers have a free choice of selling either individually or collectively.

**Figure 1.** *Marketing Channel of Coffee Beans in Lampung Province*



- **Marketing Value Chain of Coffee Beans in Lampung Province**

Marketing value chain of coffee beans was analyzed with value added received by actors on the price of coffee beans from 8 (eight) identified channels of green coffee marketing. The unit used in the analysis of the value added is equivalent to one kilogram of coffee beans. Aspects of fairness in marketing channels of coffee beans can be seen from: 1) the distribution of value-added of each actor and the total value added of actors, 2) the proportion of value added received by actors on the price of coffee beans, and 3) the advantages and total profits of each actor. These three aspects can be used as a reference for determining which channel provides the best value.

- **Comparison of coffee prices at each marketing level**

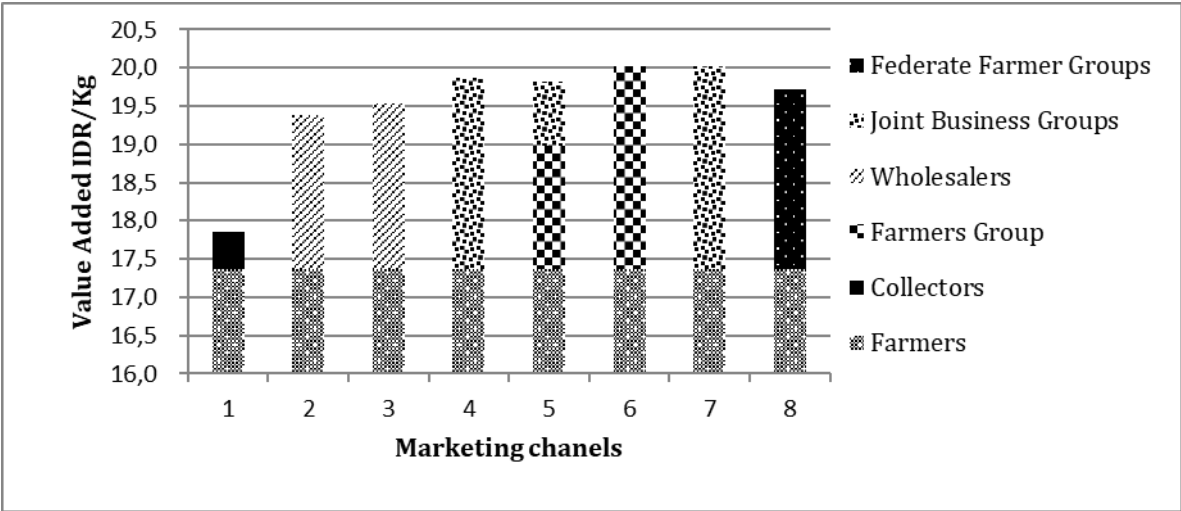
The fairness of the value added gained for each actor is not only based on the proportion of the value added but also in comparison with the production cycle (business cycle), a cycle of cash flow and investments excluded. Based on these indicators, it is very reasonable and fair when the farmers get the greatest value added. The value added of farmers is obtained through a number of activities of coffee cultivation and post-harvest handling requiring labor costs and internal input. Moreover, the farmers need to wait for a long time period (5 to 6 months) for harvesting coffee beans. By understanding the price disparities across the coffee value chain and recognizing the significant contributions of farmers, we can advocate for a fairer distribution of value added. Collective marketing can play a crucial role in empowering farmers and ensuring they receive a more equitable share of the profits from their coffee production.

1. **The Farmer's Case for Greatest Value Added:** From this perspective, it's compelling to argue that farmers deserve the largest share of the value added, coffee cultivation and post-harvest handling require significant labor investment. Farmers shoulder the costs of fertilizers, pesticides, and other essential inputs, which contribute to the final value of the coffee beans. Unlike other actors in the chain, coffee farmers face a lengthy wait between planting and reaping the rewards. The time from planting to harvesting coffee beans can span 5-6 months, representing a significant investment in time and resources with delayed returns. Global coffee prices fluctuate due to factors outside farmers' control, such as weather patterns, political instability in producing countries, and international demand. These fluctuations can significantly impact their income despite their investment efforts.

2. **Contrasting Value Added Across the Chain:** The value added by other actors in the marketing chain, while important, often occurs closer to the point of sale. For example actors whom adding value through activities like initial sorting, transportation, and basic processing. While these activities are essential, they typically occur within a shorter timeframe compared to the farmer's production cycle. These actors add value through roasting, packaging, branding, and distribution. While these activities create a higher-value product for consumers, the starting point (processed coffee beans) already has a significant embedded value from the farmer's labor and investment.
  3. **Towards a Fairer Value Chain:** Increased transparency in pricing mechanisms throughout the value chain is crucial. Farmers should have access to information on global coffee prices and the breakdown of costs incurred by different actors. Promoting fair trade practices that ensure farmers receive a larger share of the final selling price can help bridge the gap. This incentivizes farmers and contributes to a more sustainable industry. Collective marketing initiatives and strong farmer organizations can empower farmers to negotiate better prices and secure fairer deals with buyers.
- **Proportion of Value Added for Each Actor towards Total Value Added and Total Benefits for Each Actor on the Marketing Channel of Coffee Beans in Lampung Province**

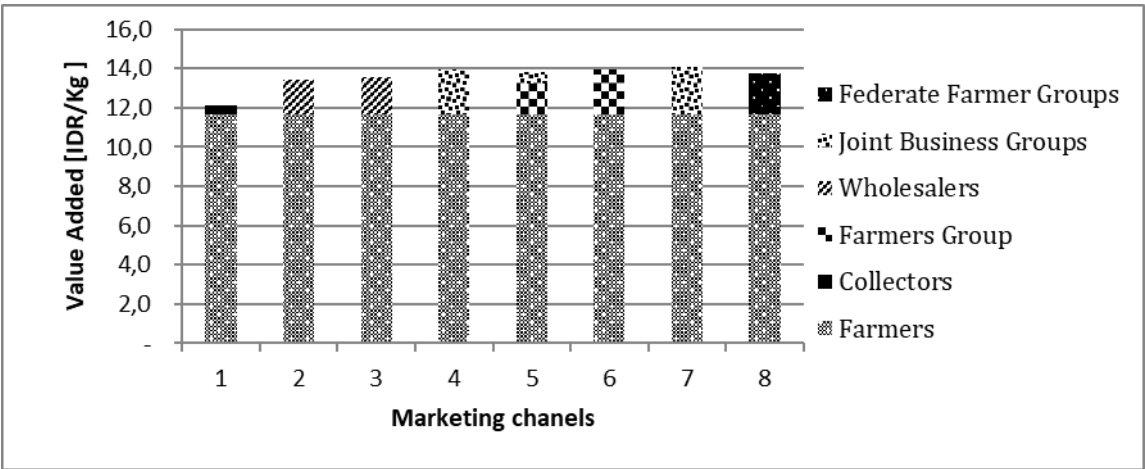
The results of comparative analysis of the value added received by each actor in green coffee marketing channels either individually or collectively can be seen in Figure 2. The value added and the largest proportion of value added for the actors were on channel 7; and the lowest was on channel 1.

***Figure 2. Proportion of Value Added of Each Actor in Marketing Channels of Coffee Beans***



The result of the comparison of profits earned by each actor with a total profit on each marketing channel can be seen in Figure 6. The total benefit received by actors from channel 7 was the highest among the channels. The lowest benefit was in channel 1. The percentage of farmers' profits ranged from 79.82% 96.59%. The smallest gain obtained by collectors was in channel 1 (3.41%).

**Figure 3. The Proportion Profits of Each Actor in Marketing Channels of Coffee Beans**



Based on the analysis of the value chain, it was found that the marketing channels collectively have better value added and total profits for the actors than that of the

individual channel. channel 7 is the highest value added for farmers and marketing actors, where the coffee beans from farmers sold collectively through kub before to the exporter. the value enjoyed by each actor in marketing channels is an accelerator to increase the income of the actors involved in the marketing of coffee beans and to encourage an increase in the welfare of farmers.

The organization of producer in Lampung (farmers group, Business Group (KUB), or *Gapoktan*) is a partnership of institutional mediation in order to help to increase the income of farmers through increased efficiency on marketing system. The group is composed of coffee producer organizations of individual farmers or several farmer groups. The groups perform the function for the economic interests of the farmer members by providing services that support agricultural activities, such as bargaining with customers, organizing input and doing other technical assistances (Bijman & Wollni, 2008).

The sample group in this research has made a coordination function resulting from farmer linkages with buyers (exporters) to shorten the marketing chain between producers and exporters. The coffee collections by groups were conducted directly by individual members of the group and also by coffee bean collectors trained by the group. The training is normally done to a collector who has had an emotional closeness with farmers and lives in the same village. The training is often held on a regular basis through informal meetings between managers and collectors. The group gives credence to collectors to perform the functions of an intermediary (broker) between farmers and groups, dissemination of information relating to prices, as well as establishing informal cooperation directly to farmers to maintain the continuity of supply of coffee beans to the group.

The lack of technology and sorting equipment caused hardship to the sorting and grading the coffee beans produced. If the farmers sell through the group collectively, the process of handling the sorting will be done by the group. The farmers receive payments in proportion to the classification of coffee beans sold at a price which is in accordance with the standards set by the average price of exporters that is IDR 23,800/kg. The group not only serves as a mediator between farmers and the company but also has the economic function of improving the welfare of farmers through increased value-added of coffee beans to get a better price. Besides the direct effect on the accepted price of coffee beans, improvement of the welfare of member farmers can be obtained from the benefits given by the group to the active members who sell coffee beans to the group. When farmers sell to collectors (collectors and

wholesalers), the grading is normally done by the exporter so that the price received by farmers is the price of bulk coffee (moisture content 20%) minus the costs incurred by collectors. The calculation of price is as follow:

The water content of 20% - 14% water content = 6%  
100% - 6% = 94% - bulk (2%) = 92%  
If the average price of exporter base in 2016 was IDR 23,800/kg,  
then the price of coffee beans = IDR 23,800/kg x 92% = IDR 21,896/ kg

Although collective marketing provided value added and a better price than the individual marketing, but for some reasons farmers also do marketing individually. In addition, because of the lack of technology, another influential factor is the immediate need for cash which leads to the preference of farmers to sell coffee beans to collectors who were the agents of exporters and wholesalers, or directly to the wholesalers. Unlike the groups with a good financial capability, which can make direct cash payment to the farmers, the groups that do not have the sufficient financial ability would make the payments to farmers delayed for three days. The other factors such as emotional closeness and mutual relationship between the farmer and the mediator (such as venture capital loans) became a binder so that farmers do not sell to the group.

#### 4 CONCLUSION

Collective marketing offers a promising path towards improved income for coffee farmers in Lampung Province. Collective marketing provides better prices and value added to farmers compared to individual marketing. However, for some reason for example in situation of immediate need for cash, several farmers still sell their coffee beans individually to collectors. By addressing the challenges identified in this study, stakeholder can work together to bridge the gap between individual marketing practices and the potential benefits of collective action. Through collective marketing, the problem of improving the quality of coffee bean that require equipment can be solve together, so that product quality can be improved to meet local coffee industry and export standards. Through collective marketing, the bargaining position of farmers in coffee bean price negotiations with coffee industry or exporter partners becomes stronger so that higher prices can be achieved. In addition, in collective marketing,

the urgent need for cash for farmers can be solve together in groups, so that farmers avoid from moneylander.

This research provides implications for all three key players: government, traders, and farmers. Local government are advised to work together with stakeholder to build and develop collective marketing for farmer's coffee products. Aspects that need to be considered in the development of a collective marketing system are strengthening the farmer's group institution, strengthening the flexible payment systems, and optimizing the power of social capital.

Further research exploring additional factors and potential solutions can create a more comprehensive framework for empowering coffee farmers in Lampung and beyond. By overcoming these hurdles, collective marketing can unlock its full potential to deliver higher prices, improved value addition, and ultimately, a more sustainable and equitable coffee industry for all stakeholder.

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