

PROPOSED VALUE ADDED AND MARKETING STRATEGY FOR INDONESIAN SPECIALTY COFFEE

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Abstract

Nowadays, Indonesia is the number 4 coffee producing country in the world and the second largest exporter of Arabica specialty coffee in the world. However, the level of coffee consumption in Indonesia is still low at 1.34 kg per capita, and Indonesian specialty coffee consumption in Indonesia is still 1% of national coffee consumption. Then, external analysis and internal analysis are conducted to find the root cause of this problem so that it can increase specialty coffee sales in Indonesia. The root causes of the low consumption of Indonesian specialty coffee are the lack of value proposition, limit number of promotions, limit number of marketplaces, lack of packaging design, and lack of collaboration also the extreme weather. This research only focuses on the marketing area. Therefore, the author proposes value proposition in the form of healthy value and marketing mix strategy that follow top nine marketing trends in 2019 which includes creates colorful and interesting packaging, put 'healthy' label, 'love your love' campaign, and 'halal' logo on its packaging, millennial engagement, micro influencer, gamification, instant gratification, and co-marketing as promotion strategy, also omnichannel as place strategy. Besides that, the author proposes to improve the business ecosystem, so that enhances the collaboration.

Keywords: Indonesian Specialty Coffee, Value Proposition, and Marketing Mix Strategy.

1. Introduction

Indonesia is the fourth coffee producer and exporter in the world. The national coffee consumption level from year to year is expected to continue to increase, as reported by katadata.co.id sourced from the Ministry of Agriculture in 2018, while the growth rate of increased coffee consumption is estimated to decline from 2018 to 2021, as shown in Figure 1. Besides the growth of increased coffee consumption is expected to continue to decline, coffee consumption per capita of Indonesia is still relatively low if compared to the top 25 coffee consuming countries, as shown in Table 1.

Also, consumption of Indonesian specialty coffee in Indonesia is still approximately 1 % of the total of coffee consumption in Indonesia, as referred to Kasmito on elshinta.com page in 2018. Therefore, the Indonesian specialty coffee industry must create a strategy to face this problem to increase Indonesian specialty coffee demand in domestic.

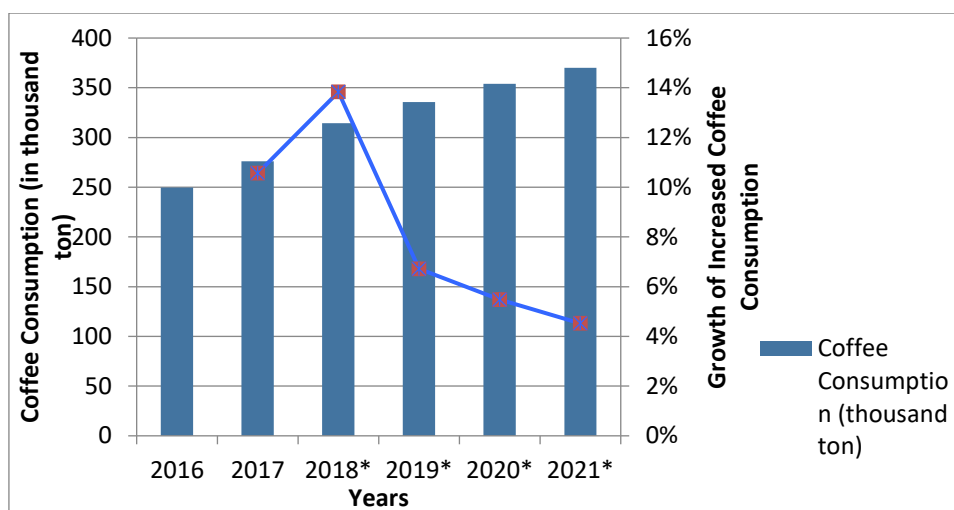


Figure 1. The National Coffee Consumption Level and The Growth of Increased Coffee Consumption from 2016 to 2021

Source: Ministry of Agriculture, 2018

Table 1. Top 25 Coffee Consuming Countries

Rank	Country	Coffee Consumption (kg per person per year) 2018	Rank	Country	Coffee Consumption (kg per person per year) 2018
1	Finland	12	14	Brazil	5.8
2	Norway	9.9	15	Slovenia	5.8
3	Iceland	9	16	Germany	5.5
4	Denmark	8.7	17	Greece	5.4
5	Netherlands	8.4	18	France	5.4
6	Sweden	8.2	19	Croatia	5.1
7	Switzerland	7.9	20	Cyprus	4.9
8	Belgium	6.8	21	Lebanon	4.8
9	Luxembourg	6.5	22	Estonia	4.5
10	Canada	6.5	23	Spain	4.5
11	Bosnia and Herzegovina	6.2	24	Portugal	4.3
12	Austria	6.1	25	United States	4.2
13	Italy	5.9			

Source: Bernard, K., World Atlas, 2018

2. Business Issue Exploration

2.1. Conceptual Framework

The author analyses the problem by using the external analysis and internal analysis. External analysis, including the PESTLE analysis, which the goals are to know the current macro environment condition may affect to the coffee industry in Indonesia through a literature study. Porter's Five Forces analysis, which the goals are to know the current competitiveness in the coffee industry in Indonesia. Also, customer analysis aims to review the current condition of the customer who does not prefer to drink coffee in Indonesia.

While internal analysis including the current Segmenting, Targeting, and Positioning (STP) of Indonesian Specialty Coffee aims to know the current STP of Indonesian Specialty Coffee in the Indonesian market, through literature study and interview with the Head of Specialty Coffee Association of Indonesia (SCAI). Also, the current Marketing Mix Strategy of Indonesian specialty coffee. This data will be collected through literature study, an interview with the Deputy of Chairperson of the Board of Trustees SCAI, Coffee Producer, and Barista in Noah's Barn also doing observation in the mall, cafe, and coffee exhibition.

After that, data was summarized by the external and internal analysis and classified into strength category, weaknesses category, opportunities category, and threats category in SWOT analysis. Then, analyze the root cause of the problems using the Current Reality Tree (CRT) framework.

To find the solution, in this research, interviewing a Professor to get additional insight about the potential of coffee such as the chemical substance that can give the right impact for our health so that the Indonesian specialty coffee can be developed and offers the value-added. Lastly, the author creates the implementation plan to know what the action plan and implementation timeline are.

2.2. Method of Data Collection and Analysis

In this study, the author uses qualitative research methods, including secondary data analysis and interviewing. Secondary data analysis and interviewing is used for PESTLE analysis, Porter's Five Forces analysis, the current STP analysis, and the current four P's Marketing Mix strategy analysis. Also, interviewing is used to collect data for the business solution insight.

The interview will be conducted for customer analysis that the author will interview with 30 respondents who do not prefer to drink coffee use the homogenous or criterion purposive sampling. The requirements to be the respondent for this research are:

1. The people who classified into the range age 21-36 years old in the year 2019 or Millennials group and the middle-up class because the new target of Indonesian specialty coffee as referred to Mr.Setra Yohana, the Deputy of Chairperson of the Board of Trustees of SCAI
2. The people who do not prefer to drink coffee to help Indonesian specialty coffee expand the market in Indonesia include this market and commercial coffee customer.

Therefore, this sampling technique reflects a group of sampling techniques that rely on the judgement of the researcher when it comes to selecting the requirement, even though the result can be biased and can be difficult to defend the representativeness of the sample (Sharma, 2017).

Besides that, the author will gather data by interviewing with the Deputy of Chairperson of the Board of Trustees SCAI (Mr. Setra Yuhana), the Coffee Producer in Subang (Mrs. Nenden), LIPI Subang and one of the barista in Noah's Barn (Mr.Alif) for the Porter's Five Forces analysis, The current Segmenting, Targeting, and Positioning (STP) and the current Marketing Mix Strategy of Indonesian Specialty Coffee. The author will interview the Professor of Organic Chemistry ITB to know the chemical substance in the coffee, and it can be used as a solution.

2.3. Analysis

2.3.1. PESTLE Analysis

PESTLE Analysis is one business situation analysis that consists of political, economic, social, technological, legal, and environmental aspects. From the political, the government supports the development of Indonesian specialty coffee including the government support the Association of Indonesian Coffee Exporters and Industries (AICE), the Specialty Coffee Association of Indonesia (SCAI), the Indonesian Coffee Council (DEKOPI), and the Sustainable Coffee Platform of Indonesia (SCOPI). Also, the government supports the establishment the Coffee School.

The economic condition of Indonesia right now is good because Bank Indonesia expects the Indonesian economic growth in 2019 range of 5.0 % - 5.4 %. In the last five years, Indonesia's GDP from 2013 to the 2017 year continues to increase, and Indonesia's inflation from the 2017 year to the 2019 year remains stable and belongs to a low level.

From the social view, it is an opportunity for Indonesian specialty coffee to grab Indonesian market because Indonesia is the significant fourth population in the world, which is 266,794,980 people in 2018 and the total population of productive age category (15-64 years) is 179.13 million people or 67.6% of the total Indonesian population. Even, there is a threat that the Indonesian urban people consume more coffee in the form of the sachet.

With technology, Indonesia is still left behind from the other big four coffee producing countries because Indonesia did not do much innovation. Hopefully, Indonesia can develop the technology more and have more innovation because Indonesia has the Sustainable Coffee Platform of Indonesia, and the Indonesian Coffee and Cocoa Research Center Institute (ICCRI).

Indonesia has the laws to regulate the Indonesian coffee, but there is no specific regulation for Indonesian specialty coffee. Also, Indonesia is a suitable place for growing coffee, including Robusta and Arabica coffee. Meanwhile, many natural disasters have occurred in Indonesia for one last year.

2.3.2. Porter's Five Forces Analysis

Porter's Five Forces Analysis consist of:

Bargaining Power of Buyers – The customer will find an Indonesian specialty coffee product that has own characteristics based on their preferences, and a buyer can easily compare prices and get information via online. Therefore, the level of bargaining power of buyers is high.

Bargaining Power of Suppliers – Each producer can produce specialty coffee with different characteristics, and each roaster also can produce different characteristic. While, a long contract of producer with their client can reduce bargaining power. Therefore, this is considered to be a moderate to a high level.

The threat of New Entrants – Producing the Indonesian specialty coffee needs high capital requirement, and specialized knowledge needed. Therefore, the threat of new entrants becomes moderate. , because there is no specific regulation for Indonesian specialty coffee, many companies take the momentum to sell the coffee with 'specialty labelling'. Even so, there is no guarantee that they sell Indonesian specialty coffee. Therefore, the threat of new entrants becomes high. So, overall, the threat of new entrants in the moderate to high level

The threat of Substitute – Based on the Indonesian preferences, there are product substitutes for Indonesian specialty coffee, including commercial coffee, tea, milk, hot chocolate, soft drink, and juice.

Rivalry among Competitors – Indonesian specialty coffee is a growth market in Indonesia, and many stakeholders emerge into the market. Therefore, it has quite a strong competition among the stakeholders.

2.3.3. Customer Analysis

Based on the result of the interview with 30 respondents, the strongest association of the coffee that consist of “*minuman*” or beverages as much as 86.7 %. This is followed by “*pahit*” or bitter as much as 23.3 %, “stay awake” as much as 20 %, “*hitam*” or black, and “*kafein*” or caffeine as much as 16.7 %.

Besides that, the awareness of Indonesian specialty coffee from the Indonesian Millennials (Middle-Up Class) who do not prefer to drink coffee is still low because only ten respondents who are aware and know about the specialty coffee. Only 20% of respondents of Indonesian Millennials (Middle-Up Class) who do not prefer to drink coffee aware of the differences between Arabica and Robusta coffee.

As referred to the result of the interview, most of the Indonesian Millennials (Middle-Up Class) who do not prefer to drink coffee still drink coffee even though the frequency is rare. They usually drink coffee when they want to drink coffee when they need to stay awake in the middle night, when their friends offer a coffee to them, when their friends buy a coffee for them, when they are hanging out in a cafe, or when their parents ask them to taste it.

The reason for most of the Indonesian Millennials (Middle-Up Class) who do not prefer to drink the coffee is the effect of after drinking coffee including get nausea, get a stomach ache, get a fever, make it difficult to sleep and get dizzy. Besides that, the reasons that make some of them do not prefer to drink coffee are the bitter taste of the coffee, and still, do not know how to enjoy it. Even among them, there are five respondents who do not drink coffee anymore because they are afraid and get trauma about the effect of drinking coffee. Usually, most of them get sick after drinking a sachet coffee. However, some of them who are getting sick because after drink Starbuck coffee, ready to drink coffee, milk-coffee ice, and latte. Also, there are 18 respondents who state that they stock coffee in their home. Most of them stock the coffee in the form of the sachet.

Indonesian Millennials (Middle-Up Class) who do not prefer to drink coffee prefer to drink tea or milk because they like the taste of tea and milk. The taste becomes the most considerable aspect of choosing their favourite drinks. Next, there are eight respondents who mention the price and seven respondents say the place as consideration aspects for them in choosing their favourite drinks.

If there is a new popular beverage, most of the Indonesian Millennials (Middle-Up Class) who do not prefer to drink coffee want to try the new popular beverages, as referred to the result of the interview. Therefore, most of the people tend to belong to the value-expressive influence type in consuming beverages.

For customer price acceptance, most of them still want to buy Indonesian specialty coffee products at high prices as long as they are comparable in quality. There are also those who still want to purchase Indonesian specialty coffee at high prices if the packaging is excellent and unique.

2.3.4. STP Analysis

Based on the results of interview with the Deputy of Chairperson of the Board of Trustees SCAI, Mr. Setra Yohana, and secondary data analysis, the current segmentation and target market of the Indonesian specialty coffee based on the segmentation variables that consist of geographic, demographic, psychographic, and behavioural can be seen in Table 2.

Table 2. The Current Segmentation and Target Market of Indonesian Specialty Coffee

No	Segmentation Variables	Segmentation Unit	Target Market
1	Demographic	Education	Indonesian people who have been educated about the Indonesian specialty coffee
2	Psychographic	Lifestyle	The Indonesian people who love dan drink Indonesian specialty coffee

Source: Author's Document, 2019

Moreover, the current positioning of Indonesian specialty coffee in the market as referred to Soegiharto, P., 2018 is classified into the quadrant one, which is a premium and substance or serious coffee category (as shown in **Figure 2**).



Figure 2. The current positioning of Indonesian Specialty Coffee

Source: Soegiharto, 2018 from Mark Plus, Inc study for Kapal Api

2.3.5. The Marketing MIX Strategy Analysis

The Marketing Mix Strategy Analysis is one of the marketing tools to analyze what marketing efforts have been made until today, including product, price, place, and promotion strategy to increase the sales of the product.

Product – The Indonesian specialty coffee has many variances because each region of Indonesia can produce Indonesian specialty coffee with its own characteristics. From the packaging, there is an Indonesian specialty coffee that put the “specialty coffee” label and score on its packaging. Besides that, it mentions the chemical content, but there is no healthy label on its packaging.

Price – According to Mr. Setra Yohana, the average price of Indonesian specialty coffee in Indonesia is only Rp 90,000 per kg for green beans. Also, Mrs Nenden said that the price of Arabica green bean is Rp 100,000/kg, and the price of Robusta green bean is Rp 12,000/kg. She also said that “if we have a specialty coffee from the same region, but our product has greater quality, we can set a higher price”. The D’Journal Coffee sell the Indonesian specialty coffee is Rp 110,000/250 gram for roasted bean. So, the price of Indonesian specialty coffee

is fair. For the Gunung Angklung Tilu Coffee as the coffee winner, the price is Rp 200,000/100 gram

Place – Indonesian specialty coffee only can be found in a cafe that sells Indonesian specialty coffee or producer. There is no guarantee for Indonesian specialty coffee that sold in supermarket or online shop if there is no “specialty coffee” label

Promotion – The number of promotions is still limited includes the event to promote the one of Indonesian specialty coffee to society especially in Bandung City named Ngopi Saraosna, a package promotion, and discount program.

2.3.6. SWOT Analysis

The summary of SWOT analysis can be seen in **Table 3**.

Table 3. SWOT Analysis of Indonesian Specialty Coffee

Strengths	Analysis
Indonesian specialty coffee has many variances because each region of Indonesia can produce Indonesian specialty coffee with its characteristics	Marketing Mix Strategy Analysis
The innovative packaging of Indonesian specialty coffee right now is a coffee product that has “specialty coffee” label on its packaging and score, also coffee product that mentions the acidity, antioxidant, and caffeine on its packaging.	Marketing Mix Strategy Analysis
The price of Indonesian specialty coffee is a fair price	Marketing Mix Strategy Analysis
Weaknesses	Analysis
There is no safety for body and healthy label on its packaging	Marketing Mix Strategy Analysis
Indonesian specialty coffee only can be found in a cafe that sells Indonesian specialty coffee or producer	Marketing Mix Strategy Analysis
There is no guarantee for Indonesian specialty coffee that sold in supermarket or online shop if there is no “specialty coffee” label	Marketing Mix Strategy Analysis
The number of promotions is still limited	Marketing Mix Strategy Analysis
The current segment of Indonesian specialty coffee is still a niche market.	STP Analysis

Opportunities	Analysis
Indonesian Government support AICE, SCAI, DEKOPI, and SCOPI	PESTLE Analysis
Jokowi asked Ministry of Research, Technology and Higher Education of the Republic of Indonesia to build Coffee School in Indonesia	PESTLE Analysis
The economic condition of Indonesia is good because Bank Indonesia expects the Indonesian economic growth in 2019 range of 5.0 % - 5.4 %, Indonesia's GDP from 2013 to the 2017 year continues to increase, and Indonesia's inflation from the 2017 year to the 2019 year remains stable and belongs to a low level	PESTLE Analysis
Indonesia is the fourth big population in the world, which is 266,794,980 people in 2018	PESTLE Analysis
The total population of productive age category (15-64 years) is 179.13 million people or 67.6% of the entire Indonesian population	PESTLE Analysis
Indonesia has the Sustainable Coffee Platform of Indonesia (SCOPI), and the Indonesian Coffee and Cocoa Research Center Institute (ICCRI)	PESTLE Analysis
Indonesia has the laws to regulate the Indonesian coffee	PESTLE Analysis
Indonesia is a suitable place for growing coffee including Robusta and Arabica coffee	PESTLE Analysis
Each producer can produce the specialty coffee with different characteristics, and each roaster also can produce different characteristic	Porter's Five Forces Analysis
Most of the Indonesian Millennials (Middle-Up Class) who do not prefer to drink coffee still drink coffee even though the frequency is rare.	Customer Analysis
Most of them still want to buy Indonesian specialty coffee products at high prices as long as they are comparable in quality	Customer Analysis
Threats	Analysis
In technology, Indonesia is still left behind from the other big four coffee producing country because Indonesia did not do much innovation	PESTLE Analysis

Table 3. SWOT Analysis of Indonesian Specialty Coffee (continued)

Threats	Analysis
There is no specific regulation for Indonesian specialty coffee	PESTLE Analysis
Many natural disasters have occurred in Indonesia for the one last year.	PESTLE Analysis
The customer will find an Indonesian specialty coffee product that has its own characteristics based on their preferences, and a buyer can easily compare prices and get information via online	Porter's Five Forces Analysis
A long contract of producer with their client can reduce the bargaining power	Porter's Five Forces Analysis
There is no specific regulation for Indonesian specialty coffee, many of company take the momentum to sell the coffee with 'specialty labelling'	Porter's Five Forces Analysis

There are product substitutes for Indonesian specialty coffee, including commercial coffee, tea, milk, hot chocolate, soft drink, and juice.	Porter's Five Forces Analysis
It has quite strong competition among the stakeholders.	Porter's Five Forces Analysis
The awareness of Indonesian specialty coffee from the Indonesian Millennials (Middle-Up Class) who do not prefer to drink coffee is still low	Customer Analysis
Only 20% of respondents of Indonesian Millennials (Middle-Up Class) who do not prefer to drink coffee who aware of the differences between Arabica and Robusta coffee.	Customer Analysis
The reason for most of Indonesian Millennials (Middle-Up Class) who do not prefer to drink the coffee is the effect of feeling nauseous after drinking coffee, getting a stomachache, a fever, making it difficult to sleep and get dizzy.	Customer Analysis
The reasons that make some of them do not prefer to drink coffee are the bitter taste of the coffee, and still, do not know how to enjoy it	Customer Analysis
Indonesian Millennials (Middle-Up Class) who do not prefer to drink coffee prefer to drink tea or milk because they like the taste of tea and milk	Customer Analysis

2.3.7 Root Cause Analysis

The root cause of the low level of Indonesian specialty coffee consumption in Indonesia is the lack of innovation to create the unique value proposition, the lack of collaboration to form the inclusive business ecosystem so that can accelerate the awareness of Indonesian specialty coffee in Indonesia. Besides that, the limit number of promotions, the limit number of marketplaces, and the lack of packaging design. Additionally, the extreme weather is the root cause of this problem but it is not concerned in this research. The root cause analysis for this research can be seen in Appendix A.

3. Business Solution

3.1. Proposed Value-Added for Indonesian Specialty Coffee

Based on the root cause analysis, there is a problem that Indonesian people do not prefer to drink coffee because they get sick after drink coffee. This makes the bad perception about the healthy of drinking coffee. Additionally, the healthy lifestyle becomes one of marketing trends in 2019, as referred to Marketeers magazine. Therefore, the author proposed a healthy value offering through the chemical constituents to enhance the determinants of coffee consumption and purchasing behaviour and solve the negative perception toward coffee.

Scientifically, coffee has health potential benefits because the chemical substituents that contained in it such as caffeine, chlorogenic acid, coffee diterpenes (cafestol and kahweol) and trigonelline. Chlorogenic acid is one of the major strong antioxidant compounds in coffee (Jae-Hoon, et al., 2014 and Farah A., 2012). Besides that, chlorogenic acid can be able to exert important roles in glucose and lipid metabolism regulation and on the other related disorders, e.g. diabetes, cardiovascular disease (CVD), obesity, cancer, and hepatic steatosis (Walchamo, H.L., 2017).

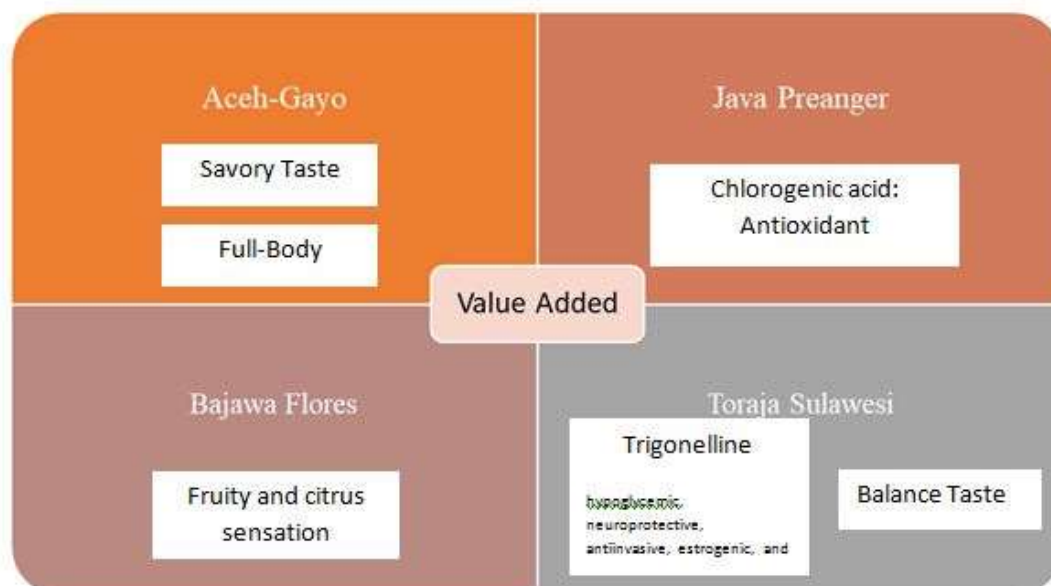
Walchamo, H.L. (2017) also states that chlorogenic acid has potential benefits such as anti-diabetic, anti-carcinogenic, anti-inflammatory, and anti-obesity impacts, may also provide a non-pharmacological and non-invasive advance for some chronic disease treatment and prevention. Also, it can prevent Parkinson and Alzheimer and liver cancer (Farah, A., 2012).

According to Farah, A. (2012), Cafestol and Kahweol, Coffee Diterpenes have exhibited anticarcinogenic and hepatoprotective in vitro, while, Trigonelline has been shown to

possess hypoglycemic, neuroprotective, anti-invasive, estrogenic, and antibacterial activities (Arauz, J., 2017). Also, trigonelline impacts on the adhesive properties of *Streptococcus mutans*, the major causative agent of dental caries in humans, by reducing the ability of the bacterium to adsorb onto saliva-coated hydroxyapatite beads (Arauz, J., 2017). Besides, trigonelline is a potential antimicrobial agent against the highly invasive pathogen *Salmonella enterica* and depicts gastroprotective effects (Arauz, J., 2017).

Therefore, the author conducts the interview with Prof. Yana Maolana Syah MS, PhD to get an insight into the chemical content in Indonesian specialty coffee. He state that he had been conducting research about the chemical content of four Indonesian specialty coffees including Aceh-Gayo Sumatera Coffee, Java Preanger Coffee, Bajawa Flores Coffee, and Toraja Sulawesi Coffee.

Therefore, from the result of an interview with Prof. Yana Maolana Syah MS, Ph.D, the author proposed value added for Indonesian specialty coffee based on the differences of chemical content in each kind of Indonesian specialty coffee includes Aceh-Gayo Sumatera Coffee, Java Preanger Coffee, Bajawa-Flores Coffee, and Toraja-Sulawesi Coffee. The value added of four Indonesian specialty coffee can be seen in Figure 3.



Source: Author's Document, 2019

Figure 3. The Value Added of Four Indonesian Specialty Coffee

3.2. New Segmenting, Targeting and Positioning (STP)

Today, most Indonesian people are of the millennial generations. Also, based on the result of the interview with Mr. Setra Yohana, he hopes the millennial generations can be target market of Indonesian specialty coffee. Therefore, the author proposed that the target customer of Indonesian specialty coffee is a middle-upper class of Indonesian Millennials, and the positioning of the Indonesian specialty coffee is move from serious coffee becomes lifestyle coffee.

3.3. Marketing Mix Strategy Improvement

According to the root cause of analysis, the causes of the low level of Indonesian specialty coffee consumption are the limit number of promotions, the limit number of marketplaces, and the lack of packaging design. Third, the author suggests improving the marketing mix strategy for Indonesian specialty coffee, including improving the packaging designs, improve the marketplace, and create interesting promotion program.

Product strategy – the author proposes the ‘healthy’ labels on its packaging to enhance the healthy belief of Indonesian people to coffee also support healthy lifestyle trends. Besides that, put the ‘halal’ logo on its packaging. The colourful, interesting and green packaging is also a suggestion for product strategy of Indonesian speciality coffee. Also, put the emotional campaign, ‘love your love’, on its packaging.

Price strategy – the suitable price for Indonesian specialty coffee is the fair price, which means the price is incomparable with the quality

Place strategy – the author proposes to use the omnichannel marketing strategy as a place strategy of Indonesian specialty coffee. The channel includes a coffee shop, mall, supermarket, souvenirs place in tourism areas, drugstore to enhance the healthy value, and also an online shop.

Promotion strategy – Indonesian specialty coffee open the small exhibition in the mall, conduct the coffee swap program in all mall in Indonesia, use the Facebook, Instagram, Twitter, and Pinterest as promotional media, use the Instagrammer and youtuber as influencer, create coffee farm games, give big discount in special event, cashback rewards, free delivery services, and point rewards, also comarketing with digital wallet such as Go-Pay, OVO, Tcash and so on.

3.4. Business Ecosystem Improvement

The fourth solution is improving the current of the business ecosystem of Indonesian specialty coffee that is the Specialty Coffee Association of Indonesia (SCAI) to make more collaboration between all stakeholders to strengthen the Indonesian specialty coffee industry. The author proposed to the SCAI to add the member category from doctors group to give information the health problem that related to coffee, university group and research institute group to help the Indonesian specialty coffee in research and technology development, and bank group to make easier coordination for Indonesian specialty coffee stakeholder to borrow money so that the business ecosystem of Indonesian specialty coffee become compact and more collaboration.

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APPENDIX A
THE ROOT CAUSE ANALYSIS

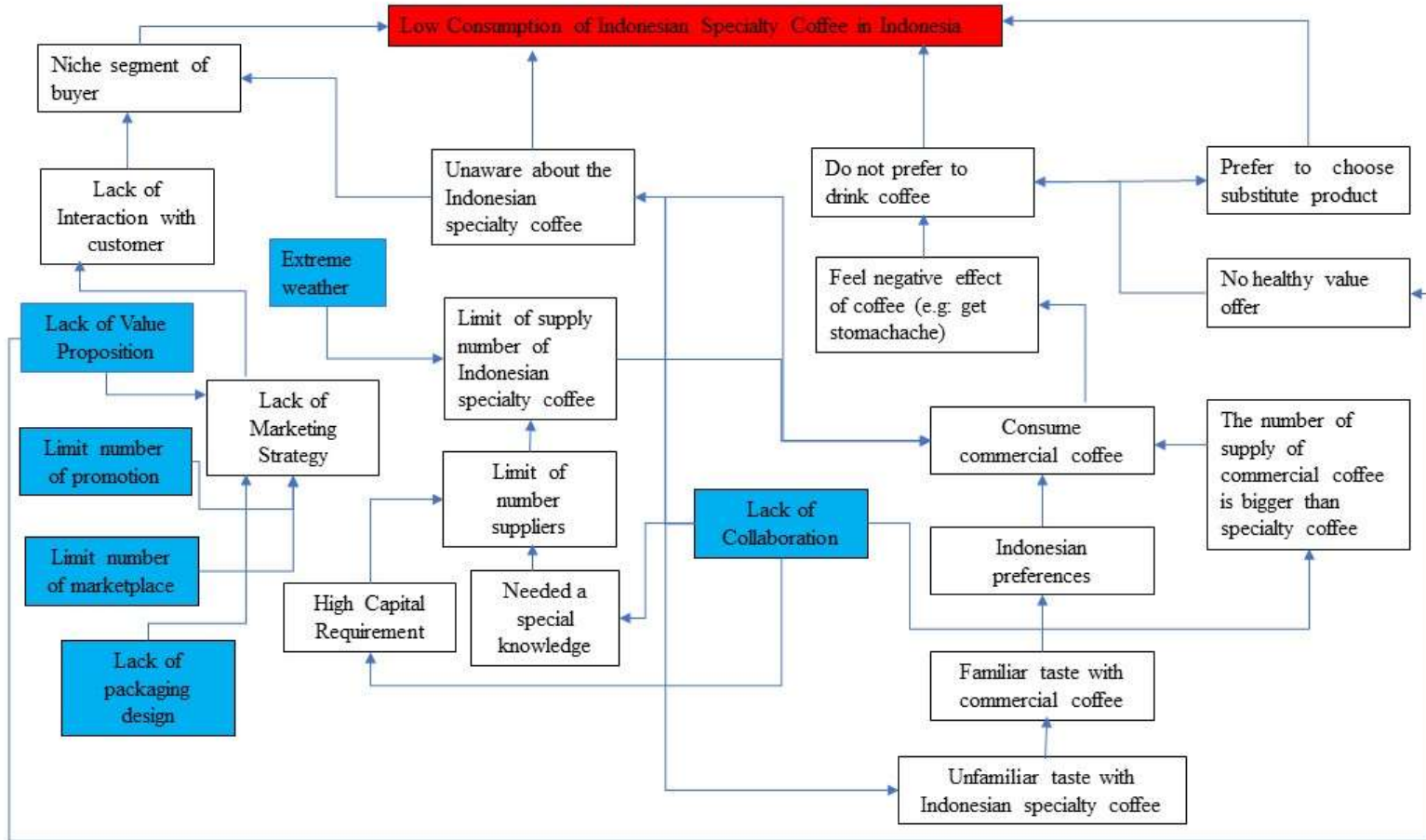


Figure B. The Root Cause Analysis