

DEVELOPMENT STRATEGY OF OMAH KOPI BANYUWANGI LUWAK COFFEE BUSINESS

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Abstract

Luwak coffee is one type of coffee that is currently one of the most popular variants for coffee-loving consumers. The existence of civet coffee-based businesses is also increasing, including the Kopi Luwak business Omah Kopi in Banyuwangi. The number of civet coffee processing agro-industries that have sprung up, technological developments, and people's lifestyles make the Luwak Coffee Agroindustry "Omah Kopi" have to continue to innovate to survive. Based on this phenomenon, the research objectives to be examined are to determine the strategic position and development strategy of the "Omah Kopi" agroindustry. The location of this research is at Agroindustry Kopi Luwak "Omah Kopi" Banyuwangi. A quantitative description approach is used in the research method, using survey methods. The sampling method uses purposive sampling method. The data analysis method uses SWOT analysis. Based on the results of the study, it shows that the Banyuwangi "omah Kopi" agroindustry is in a strong position with opportunities (white area) in the growth / stability quadrant so that the right strategy to do is with a strategy that maximizes its strengths and opportunities. The conclusion of this study is that the civet coffee agroindustry "Omah kopi" is feasible to continue to be developed to become one of the quality civet coffee processing businesses in Banyuwangi both in the local and international markets.

Keywords: *Luwak Coffee; Omah Kopi Banyuwangi; SWOT Analysis*

INTRODUCTION

Coffee plants are one of Banyuwangi's main plantation products which occupies the second position after the sugar cane commodity with the total harvest area for coffee plants in Banyuwangi in 2021 covering 9690 Ha and production reaching 10,673 tons per year (Local Government of Banyuwangi Regency, 2021). Based on data from 2022, it also shows that coffee production in Banyuwangi is the second highest after Malang Regency with Banyuwangi coffee production in 2022 amounting to 12,505 tons, which increased from 2021 (BPS East Java Province, 2023). The distribution of coffee land is spread across several regions in Banyuwangi, especially the Kalibaru, Glenmore, Songgon, Kalipuro and Licin areas. Also, the quality and quantity of Banyuwangi coffee are not inferior to that of another Nusantara coffee which is known for its renown.. The types of Banyuwangi coffee also vary from robusta coffee, arabica coffee, to luwak coffee, both wild and captive. Even in terms of marketing, Banyuwangi coffee has also shown good potential and cannot be underestimated. Coffee marketing from Banyuwangi is not only marketed in local and national markets, but has been marketed to international markets including Italy and Switzerland (Sodikin, 2023).

Data on coffee development in Banyuwangi shows that the potential of coffee plants in Banyuwangi is high enough to be utilized by the community into business activities in improving welfare, especially economically. Various businesses by utilizing coffee as the main ingredient is one alternative that can be done. In addition, a sign of the increasing trend of coffee in Indonesia is photographed from the habits of today's society where coffee products are something that is very popular for consumption by various groups of people. This condition has stimulated the growth of various food and beverage businesses with coffee-based preparations in Banyuwangi. The number of coffee MSMEs in Banyuwangi continues to grow, even in 2013, the initial number of approximately only 10 in 2019 the number had reached 40 MSMEs, not to mention the mushrooming cafe cafes (Tunggul, 2019).

One type of coffee that is currently excellent for business is luwak coffee. Luwak type coffee is even one of the most expensive and distinctive where in Banyuwangi there are now several producers who produce luwak coffee. One of them is the "Omah Kopi" agro-industry located in Telemung Village Banyuwangi which produces wild type civet coffee. This business has been running for years through various conditions, until now the marketing technique has used e-commerce media. This is because the most effective marketing promotion strategy in today's digitalization era is Electronic Commerce (E-commerce) using the internet through social media and marketplaces (Sarwindah, Laurentinus, Rizan, & Hamidah, 2021). The e-commerce media applied by Omah Kopi Agroindustry include websites, marketplaces, and social media such as Instagram and WhatsApp.

The proliferation of coffee businesses and the rapid development of technology are challenges for coffee entrepreneurs including the "omah kopi" agro-industry itself. The challenges faced include intense competition with other agro-industry players who utilize the same technology. Not to mention the fluctuating availability of wild civet coffee, which triggers the unstable supply of raw materials and the production process carried out. Price competition with other similar businesses is also a challenge that must be faced. The conditions of these constraints have an impact on the high competition for civet coffee sales, which will affect the future prospects of the Banyuwangi "Omah Kopi" civet coffee agro-industry business. According to (Syathori, 2022), Coffee quality, natural panorama, service quality, location access, availability of sufficient raw materials and the price of civet coffee products are internal and external factors influencing the development of an agrotourism business in Corsica. On the basis of the phenomenon described, it is necessary to conduct research to see the strategic position and also the development strategy of the civet coffee agroindustry "Omah kopi" Banyuwangi so that it can increase in the future. So from the problems to be studied, The objective of this study is to analyse the business situation and product development strategy of civet coffee in the "O Kopmahi" Banyuwangi agro industry.

RESEARCH METHOD

Purposively, a purposively purposive method has been used to select the location of the research.. The location of this research is at the civet coffee agro-industry "Omah Kopi" Telemung Village, Banyuwangi Regency. The selection of this research location is based on the fact that Omah Kopi agro-industry is one of the civet coffee agro-industries that has been running for a long time and has an extensive product marketing network to export. This research was conducted within 2 months, namely in November to December 2023. A quantitative approach is used in the research method, which is precisely quantitative descriptive (Hardani, et al., 2020). The method of data collection used is to use a survey method. Researchers used a pre-prepared questionnaire as a basis for conducting direct interviews with key respondents, namely the owner of the "Omah Kopi" civet coffee agro-industry (Sahir, 2021).

Determination of the sample in this research using non-probability sampling technique using purposive sampling method. The purposive sampling method is used to analyze the strategic position and development strategy with key respondents who have been determined to be the owners and workers of the Banyuwangi "Omah Kopi" civet coffee agroindustry to extract data to answer the objectives of this study (Aziz, 2023). Primary data and second data are the methods of collection employed by researchers. Research data analysis used SWOT analysis (Strength, Weakness, Opportunity, Threats) to answer the research objectives of knowing the strategic position and development strategy of Omah Kopi Banyuwangi agro-industry with the following stages (Riyanto & Aziz, 2021): Conduct an internal factor analysis

summary (IFAS) on the "Omah Kopi" agro-industry. These factors consist of strengths and weaknesses and external factor analysis (EFAS) which is made up of opportunities and threats.

The results in point (1) above are then entered into the relative competitive position matrix. Use the Internal and External Matrix to define the position of the agricultural sector, based on an analysis of the overall score for both internal and foreign factors. The final step is to determine alternative strategies using the SWOT matrix, which is organized into 4 main strategies, namely SO, WO, WT, ST. Based on the steps above, the position and prospects of the Kopi Luwak "Omah Kopi" agro-industry business will be known. Then the researcher will develop a development strategy for the Kopi Luwak business Omah Kopi from the results of the SWOT analysis.

RESULTS AND DISCUSSION

The method used to determine the development prospects of the civet coffee business Omah Kopi using SWOT analysis. Determination of prospects and business position in the agro-industry is carried out by identifying internal factors and external factors to determine the position of the civet coffee agro-industry company "Omah Kopi" and can determine future business development strategies. Based on the results of the field research that has been carried out, to answer the research objectives can be explained according to the following stages:

Analysis of Internal and External Factors of Luwak Coffee "Omah Kopi" agro-industry Internal factor analysis includes strengths and weaknesses, while external factor analysis includes opportunities and threats. Each of these internal and external factors is identified and its weight and rating are calculated. The analysis of internal and external factors of the "Omah Kopi" Banyuwangi agroindustry, see the table:

Table 1. Internal Factor Analysis of luwak coffee business "Omah Kopi" Banyuwangi

No	Strenght Factors	Weight	Rating	Value	Phenomenon
1	Capital	0,14	3	0,42	Most of the capital uses personal capital, so far agro-industry owners have not experienced significant difficulties in capitalization
2	Stock	0,18	4	0,72	Stock can still fulfill demand
3	Aplication of e Commerce	0,18	4	0,72	The application of marketing technology through internet media is very supportive of marketing to foreign countries.
		0,5	11	1,86	
No	Weakness Factors	Weight	Rating	Value	Phenomenon
1	Capital	0,25	2	0,5	Limited manpower makes it difficult when packaging orders
2	Processing Technology	0,125	1	0,125	Civet coffee processing technology takes a long time because it is processed traditionally

No	Strenght Factors	Weight	Rating	Value	Phenomenon
3	Grade Certification and Department of Health License	0,125	1	0,125	Government makes it difficult to grant Grade A coffee and complicated health department licenses
		0,5	4	0,75	
IFAS (Internal Factors Analysis Summary) value of 2.61					

Source: Primary data, year 2024

Table 2. Analysis of External Factors of "Omah Kopi" Banyuwangi Agro-industry

No	Opportunity Factors	Weight	Rating	Value	Phenomenon
1	Price of Raw Material	0,18	4	0,72	The price of civet coffee raw materials is relatively cheap and prices can still be controlled by the agro-industry.
2	Consumers demand	0,18	4	0,72	Consumer demand for civet coffee has a tendency to increase every month
3	Stock of Raw Material	0,14	3	0,42	Raw materials for wild civet coffee are still relatively easy to obtain.
		0,5	11	1,86	
No	Threats Factors	Weight	Rating	Value	Phenomenon
1	Quality of Raw Material	0,2	2	0,4	Sometimes farmer-producers go rogue by simply mixing coffee with clay that resembles wild civet coffee
2	Competition with other producer	0,1	1	0,1	Unfair competition among civet coffee producers and the emergence of fake civet coffee, making it difficult for sellers of authentic civet coffee.
3	Culture of consumers				Some consumers still doubt the halal and haram controversy of civet coffee
		0,5	5	0,9	
IEFAS (External Factors Analysis Summary) value of 2.76					

Source: Primary data, 2024

Based on table 1, it is known that the strength factors in Omah Kopi agro-industry include capital that uses its own capital and not loan capital from banks or investors, the stock of raw materials, namely wild civet coffee, which is still sufficient for consumer orders, and the application of e-commerce which makes the marketing system more effective and far-

reaching. The limited number of workers available is one of the factors which are weaknesses in Omah Kopi's agro industry, civet processing which still takes a long time because the wild civet coffee production process still uses traditional methods, and is also too complicated related to product grade licensing matters. After analyzing the internal factors, the IFAS value is 2.61.

In addition, it is known that the opportunity factors in the Omah Kopi agroindustry include the price of raw materials, namely civet coffee, which is still affordable for entrepreneurs, the increasing demand for civet coffee from consumers, and also the availability of civet coffee which is still sufficient for the production process and also fulfills consumer demand. Meanwhile, the threat factors that have been identified include the less than optimal quality of civet coffee because a lot of it clumps with soil, the emergence of many competitors in the same civet coffee business, and some consumer segments still doubt the halalness of consuming civet coffee. The EFAS score calculation of the Omah Kopi agro-industry from the opportunity and threat factors shows a score of 2.76. *Matriks Posisi Relatif Agroindustri Kopi Luwak "Omah Kopi" Banyuwangi*

The results of the analysis of internal and external factors that affect the development of the "Omah Kopi" civet coffee agroindustry can show the Internal Factors value of 2.61 and the External Factors value of 2.76. When viewed from SWOT theory, this value places the "Omah Kopi" civet coffee agro-industry in a strong - opportunity field position (White Area), which means that the agro-industry has prospective market opportunities and has the competence to run it. Results of the analysis can be seen in the relative competitive matrix in the following figure:



Figure 1. Relative Competitive Position Matrix of Luwak Coffee Agro-industry "Omah Kopi"
Sourcer: Primary data processed, 2024

The development of the "Omah Kopi" civet coffee sector is influenced by three factors. The first strength is the capital used for the civet coffee production process. The capital obtained comes from their own capital and until now there have been no significant obstacles in capital. The second strength is the availability of product stock that can still meet consumer demand despite the increase in demand from time to time. The last strength is the strategy of implementing E-Commerce in marketing civet coffee products. The application of E-Commerce has proven to be able to make Kopi Luwak agro-industry "Omah Kopi" known and marketed to various parts of the world.

The opportunities consist of several things, namely consumer demand, availability of raw materials, and prices of raw materials. Consumer demand for Kopi Luwak agro-industry "Omah Kopi" continues to increase. The orders come from various regions in Indonesia such

as Jakarta, Jember, Tangerang and Makassar. Orders also come from several countries in Asia and Europe such as Singapore, Malaysia, South Korea, Romania and Germany. The second opportunity is the availability of raw materials, which until now has not encountered significant difficulties. Raw materials come from smallholder coffee farmers in several areas of Banyuwangi such as Kalipuro, Licin, and Kalibaru The raw material is robusta coffee beans that have gone through a fermentation process in the mongoose's stomach and will be excreted in whole form of faeces. The last opportunity owned by the Kopi Luwak "Omah Kopi" agro-industry is the price of raw materials which is still very affordable. This is due to the good relationship between the agro-industry owner and smallholder coffee farmers and the absence of other civet coffee agro-industries that cooperate with this association of smallholder coffee farmers. On the basis of the results competitive position matrix analysis above, the right strategic focus for the development of the Kopi Luwak "Omah Kopi" agro-industry is an aggressive strategy by maximizing the strengths possessed to be able to take advantage of existing opportunities (Ariffien & Wicaksana, 2021).

Alternative Development Strategy for Luwak Coffee Agro-Industry "Omah Kopi"

Based on the results of the analysis of the competitive situation and the external internal matrix of the Omah Kopi agro industry, it can be concluded that Omah Kopi agro-industry is in a white area position in the growth/stability quadrant. This means that Omah Kopi agro-industry is in a strong condition and has the opportunity to continue to grow even better. The final stage of the analysis is to come up with a development strategy strategy by considering the strengths, weaknesses, opportunities and threats.

IFAS EFAS	STRENGTH (S) 1. Capital 2. Labor 3. Application of <i>E-Commerce</i>	WEAKNESS (W) 1. Stock raw material 2. Processing technology 3. Difficulty in grading and licensing the health department
	OPPORTUNITIES (O) 1. Price of raw material 2. Consumers demand 3. Available of raw material	S-O STRATEGY 1. Increase the purchase of raw materials for production. 2. Maintain product quality 3. Expanding the marketing area
THREATS (T) 1. Quality of raw material 2. competition 3. Culture	S-T STRATEGY 1. Improve product quality control 2. Provide product quality explanations to consumers	W-T STRATEGY 1. Increase the number of wild civet coffee stocks.

Figure 2. Agroindustry Strategy of Luwak Coffee "Omah Kopi" Banyuwangi
Sourcer: Primary data processed, 2024

Strenght-Opportunities Strategy (S-O)

Increasing the amount of civet coffee raw materials in the Kopi Luwak "Omah Kopi" agro-industry has fulfilled the supporting factors, namely the availability of capital and main raw materials. The increase in sales and profits must be utilized to increase the purchase of raw civet coffee with the aim of increasing the amount of stock. Improving product quality can be done by paying attention to and strictly selecting the supply of raw civet coffee from producer farmers. This is done by looking at the authenticity of civet coffee, so as not to be deceived by the presence of ordinary coffee beans covered with clay. In addition, the condition of the coffee beans must be in good condition, meaning that the beans are fully ripe and do not crumble easily when touched. The last strategy is the expansion of the marketing area. The expansion of marketing areas can be done by approaching and adding marketing networks in several regions in Indonesia. One way is to negotiate with various large traders who are willing to market this product in their area. Another way is to add multi-language facilities to the official website page of the Kopi Luwak agro-industry "Omah Kopi" (Anjani, Malik, & Fitri, 2018).

Weakness-Opportunity Strategy (W-O)

Strategies that can be carried out to overcome the weaknesses of this business by taking advantage of existing opportunities by increasing the volume of civet coffee production to continue to meet consumer demand. Increasing production volume can be done every day by processing existing raw materials to become market-ready products. By using this strategy, the Kopi Luwak agro-industry "Omah Kopi" can produce more production even with traditional labor and technology (Novitasari & Ismail, 2021). The difficulty of obtaining grade A (best) in wild civet coffee products is one of the obstacles in introducing product excellence, so the way to go is to apply for grade A certification to an institution recognized by the government.

Strenght-Threats Strategy (S-T)

The threats that researchers found in the Kopi Luwak "Omah Kopi" agro-industry are the quality of raw materials, competition and culture. The quality of raw materials sent by farmers is sometimes far from expectations. Unfair competition by fake civet coffee producers and the factor of consumer distrust of product halalness are threats that must also be addressed by the agro-industry, so it is necessary to increase supervision of civet coffee production and provide explanations of product quality to consumers. Every production process must be closely monitored considering that civet coffee processing has a high level of sensitivity. Good product quality must also be communicated appropriately to consumers. This form of communication can be done by providing an explanation of how to distinguish real civet coffee from fake civet coffee on the website page and product packaging, as well as providing an explanation of the sanctity and halalness of Kopi Luwak agroindustry "Omah Kopi" civet coffee products.

Weakness-Threats Strategy (W-T)

This condition is the worst option faced by the agro-industry. Therefore, agro-industry owners must be able to find the right strategy to overcome this condition Based on the results of the research, it can be concluded that the strategy of weakness threats is to increase the number of workers. Increasing the amount of stock will certainly increase the production costs that must be incurred by the Kopi Luwak "Omah Kopi" agroindustry. By increasing the number of stocks, the use of traditional technology is no longer a problem. Traditional technology can also be converted into an advantage with the implementation of this strategy, considering that

with traditional processing, the characteristics of Kopi Luwak agro-industry "Omah Kopi" It will be easier for the public to recognise.

CONCLUSION

The results of the research that have been obtained conclude that luwak coffee agroindustry "Omah Kopi" is in a strong - opportunity field position (White Area), which means that the agroindustry has prospective export market opportunities and has product competence, price and ease of promotion. The problem of raw material stocks has not yet encountered severe obstacles, but the "Omah Kopi" civet coffee agro-industry needs to increase the availability of stocks of wild civet coffee products. Adequate stock availability can make it easier for the agro-industry to meet the increased demand that can occur at any time. In addition, the procurement of modern production equipment needs to be considered to make civet coffee products more effective, efficient and of high quality.

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