

## SWOT Strategy Analysis of the Robusta Coffee Processing Business of the Air Lanang Coffee MSME in Rejang Lebong Regency

Maranggi Aulia<sup>1</sup>, Rolinly Wakarandi<sup>1</sup>, Rahmad Sudarma<sup>1</sup>, Alvira Dewi Arborea<sup>1</sup>, Reflis<sup>2</sup>, Fitri Lestari<sup>3</sup>

<sup>1</sup> Student of the Master of Agribusiness Study Program, Bengkulu University, Bengkulu. Indonesia

<sup>2</sup> Lecturers of the Master of Agribusiness Study Program, Bengkulu University, Bengkulu. Indonesia

<sup>3</sup> Lecturers of the Coffee Science Study Program, Pat Petulai University, Bengkulu. Indonesia

ORCIDiDs:

Maranggi Aulia : <https://orcid.org/0009-0002-5887-7457>

Rolinly Wakarandi : <https://orcid.org/0009-0003-0874-0388>

Rahmad Sudarma : <https://orcid.org/0009-0004-6696-0642>

Alvira Dewi Arborea : <https://orcid.org/0009-0002-5887-7457>

Reflis : <https://orcid.org/0009-0002-5887-7457>

Fitri Lestari : <https://orcid.org/0009-0001-4966-6001>

\*Corresponding author : [maranggiaulia4@gmail.com](mailto:maranggiaulia4@gmail.com)

---

### ABSTRACT

This study aims to analyze internal and external factors influencing the development of Air Lanang Coffee's MSMEs and formulate appropriate strategies through a SWOT analysis approach. The research method used a qualitative approach with a purposive sampling technique, in which MSME owners were selected as the main respondents. Data were collected through interviews, observations, and document reviews. The results showed that MSMEs have strengths in the form of full control of the production process, adequate equipment facilities, and access to quality raw materials from local farmers. Weaknesses found include limited product diversification, unstable raw material quality, and low digital promotion. External opportunities include increasing coffee consumption, the development of digital marketing, partnerships with farmers, and the potential for coffee educational tourism. Meanwhile, threats come from coffee price fluctuations, MSME competition, quality regulations, and changes in consumer preferences. The SWOT analysis resulted in development strategies based on SO, WO, ST, and WT that can be directed to increase MSME competitiveness.

---

**Keywords:** Coffee MSME, SWOT Analysis, Development Strategy, Air Lanang Coffee

---

### INTRODUCTION

Indonesia is one of the world's leading producers of plantation products. The plantation sector is a significant contributor to Indonesia's revenue. Coffee is one of Indonesia's leading plantation products. This is due to the increasing demand for Indonesian coffee in both global and domestic markets. Coffee is a leading plantation commodity, capable of penetrating the international market as an export commodity, contributing 33.67% of Indonesia's total plantation exports, according to *the International Coffee Organization* (2019).

Bengkulu Province is one of the three largest robusta coffee producing provinces in Indonesia, with an area of 87,540 hectares and a production of 62,490 tons. The extensive natural resources and fertile soil conditions in Bengkulu Province make this area dominated by plantations. Rejang Lebong Regency is a center of robusta coffee production in Bengkulu Province, with land area and production continuing to increase. In 2020, the harvested area for robusta coffee was 19,682 hectares, an increase from 19,482 hectares in 2019. Meanwhile, production in 2020 was 18,605 tons, an increase from 18,811 tons in 2019. According to Rejang Lebong Statistics data, Air Lanang Village is one of the areas of Rejang Lebong Regency, South Curup District, which shows that 90% of its area is land, and most of the land is used for plantations, with coffee as the main commodity with a plantation area of 2.04 Ha (Rejang Lebong Central Statistics Agency, 2020)

Robusta coffee marketing in Rejang Lebong Regency is generally interesting to study because most of the farmers' sales destination is to coffee processing companies both within and outside the province (Yogi et al., 2025). Furthermore, it is suspected that there are variations in the scale of robusta coffee production in Rejang Lebong Regency, so that robusta coffee entrepreneurs have different marketing channels according to their limited supply (Noviantari et al., 2015). The Indonesian coffee industry has great opportunities to grow through improving quality and business sustainability (Wahyudi & Jati, 2017). Competition in today's business world is becoming increasingly fierce. Entrepreneurs face ever-increasing challenges in managing their businesses, ensuring their survival and optimal growth (Faradannisa & Supriyanto, 2022).

The contribution of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia is currently essential. According to information from the Ministry of Cooperatives and SMEs of the Republic of Indonesia, MSMEs provide various contributions, including the creation of national investment, the contribution of MSMEs to national gross domestic product (GDP), the contribution of MSMEs to labor absorption or reducing unemployment, the contribution to increasing national foreign exchange reserves, and increasing regional economic income (Sari & Afrianto, 2023). In short, this shows that MSMEs are a key pillar in improving the Indonesian economy. Therefore, MSMEs are certain to play a dominant role in the development and improvement of the Indonesian economy. Community empowerment, ranging from micro, small, and medium enterprises. Each has its own unique appeal, necessitating continued development and innovation and creativity for these MSMEs . MSMEs play a crucial role in improving the rural economy (Prabowo & Widodo, 2020).

Air Lanang Coffee is an MSME engaged in processing coffee cultivation products through to the sale of processed coffee products. One of the superior processed products in Air Lanang Coffee MSME is Robusta ground coffee. This Robusta ground coffee product is a superior product because the raw material is easy to find and is a primary agricultural commodity in Rejang Lebong Regency. In an effort to increase revenue and marketing of Air Lanang Coffee MSME, the business owner has carried out the appropriate production stages but has not yet created an efficient marketing strategy. The profile of Air Lanang Coffee MSME can be seen in Table 1.

Table 1. Profile of Air Lanang Coffee MSME

No	Aspect	Air Lanang Coffee MSME Data
1	Year of Establishment	2020
2	Location	Jl. Pawiro Dimejo, Air Lanang Village, South Curup, Rejang Lebong
3	Production Capacity	500-1 ton per month
4	Sales Volume	400-800 kg per month
5	Product Defect Rate	original grade (15-20%) post-sorting (<10%)
6	Market share	Local and regional
7	Labor	4 people

Source: *field observation data* , 2025

An efficient marketing strategy is essential because consumer preference for coffee quality attributes is increasing along with the development of the specialty coffee industry (Benedetti & Velázquez, 2020). Strategy development can first be done by examining the influencing factors in the environment, both external and internal. After identifying the problem, it must be analyzed using the SWOT analysis model. SWOT analysis is widely used in research on agribusiness MSMEs as a basis for developing development strategies (Astuti & Prasetyo, 2021). SWOT analysis summarizes the strengths and weaknesses of the internal environment, as well as the opportunities and threats faced by the external environment (Rangkuti, 2015). Strengths encompass internal capabilities, resources, and favorable environmental factors that can help a company serve customers and achieve its goals. Weaknesses encompass internal limitations and negative environmental factors that can hinder business performance. Opportunities encompass positive external environmental factors that can be exploited to gain company profits. Threats encompass negative aspects of the external environment that pose challenges to company operations (Kotler, 2008). Air Lanang Coffee UMKM products can be seen in Figure 1.



Figure 1. Coffee Powder Products from Air Lanang Coffee MSME

SWOT analysis has proven effective in formulating development strategies for coffee MSMEs in Indonesia, focusing on maximizing internal strengths such as local supply chains and external opportunities (specialty coffee trends) while minimizing weaknesses and threats. Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) are quantitative developments of the SWOT approach aimed at reducing subjectivity in identifying strategic factors. IFAS is used to evaluate an organization's internal strengths and weaknesses by assigning weights and ratings to each strategic factor, resulting in a weighted score that objectively reflects the company's internal position. Meanwhile, EFAS serves to assess external opportunities and threats facing an organization using similar quantification procedures. In the context of agribusiness MSMEs, this approach is considered effective in bridging qualitative analysis and data-driven strategic decision-making (Astuti & Prasetyo, 2021).

The use of IFAS and EFAS allows researchers not only to identify strategic factors but also to measure the relative influence of each factor on business performance and competitiveness (Rangkuti, 2015). Although IFAS and EFAS have been widely used in MSME strategy research, most previous studies tend to be descriptive in nature and have not optimally utilized the quantification of internal and external factors in determining priority strategies, particularly for village-scale coffee MSMEs. Some coffee MSME studies have focused solely on SWOT mapping without linking IFAS EFAS scores to strategic quadrant positions and more focused decision-making implications (Kurniawan & Lubis, 2022). Therefore, this study fills this gap by integrating IFAS and EFAS analyses based on validated field data to qualitatively determine the strategic position of Air Lanang Coffee MSME.

## RESEARCH METHOD

This study applies a qualitative approach with a descriptive research design. Informants were determined using a purposive sampling method, a sampling technique based on certain considerations relevant to the research objectives (Arikunto, 2006), taking into account the direct involvement of informants in the activities of the Air Lanang Coffee MSME, namely 1 MSME owner, 1 administrative and financial employee, 1 production employee, 1 roastery employee and 1 raw material employee as well as 2 partner farmers who supply coffee raw materials. This study applies source triangulation, namely comparing information obtained from the owner, employees, and partner farmers, and matching it with secondary data in the form of production reports and relevant literature. Data analysis uses the SWOT method reinforced by the preparation of IFAS and EFAS matrices as an evaluation tool for internal and external factors.

## RESULTS AND DISCUSSION

Air Lanang Coffee, a small and medium enterprise (SME), was established in 2020. Its industrial activities include *coffee processing* and *micro-roastery*. This industry focuses on processing raw materials from plantations, namely coffee. Processing includes the highest quality raw beans, *roasted beans*, and fine *coffee powder*, ready to be brewed into a beverage. Product quality and brand image play a crucial role in influencing purchasing decisions

for local coffee (Dewi & Santoso, 2019). The aim of establishing the Air Lanang Coffee MSME is to improve the quality and price of coffee at the village level, to improve the welfare of farmers and make significant changes to the economy of the Air Lanang Village community.

This industry has good prospects going forward, as consumer interest in coffee grounds continues to grow year after year, especially since Rejang Lebong Regency is one of the agro-tourism districts in Bengkulu Province. Many people from within and outside the province are attracted to Rejang Lebong to enjoy its agro-tourism and plantation products. Air Lanang Coffee's MSME processors must be able to formulate business development strategies to achieve their goals. Early development strategies should be grouped into two groups: internal factors and external factors.

Based on the Internal Factor Analysis Summary (IFAS) analysis, Air Lanang Coffee MSME obtained a total score of 2.85, indicating that the business's internal conditions are in the medium category. This score indicates that the MSME has sufficient internal strength to support operational activities and business development efforts, although there are still a number of limitations that require further attention. Theoretically, an IFAS score in this range reflects a relatively stable internal position, but not yet fully optimal in maximizing the use of available resources (Rangkuti, 2015).

The most prominent internal strength of Air Lanang Coffee's MSME is its ability to independently manage the entire production process, from raw material procurement to final product packaging. This provides the business with the flexibility to control product quality and tailor coffee characteristics to consumer preferences. Furthermore, adequate production equipment and the ability to vary roast profiles contribute to maintaining product quality, providing added value in a coffee market that increasingly demands consistent quality and unique flavors.

In addition to these strengths, the IFAS analysis also revealed internal weaknesses that could potentially hinder business development if not managed properly. Limitations in product diversification and fluctuations in raw material quality, particularly due to the high proportion of low-grade coffee beans, have resulted in increased sorting costs and the risk of inconsistent product quality. Furthermore, limited use of digital marketing channels has prevented MSMEs from reaching their full potential. These findings indicate that internal improvements, particularly in product innovation and marketing strategy, are crucial and urgently needed. The IFAS matrix for Air Lanang Coffee MSMEs can be seen in Table 2.

**Table 2. IFAS Matrix Analysis of Air Lanang Coffee MSMEs**

<b>IFAS Matrix</b>				
	<b>Strength Factor</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
S1.	Mastering All Coffee Production Activities	0.16	4	0.64
S2.	Relatively Complete Production Equipment	0.12	4	0.48
S3.	Access to Raw Materials Directly from Local Farmers	0.12	3	0.36
S4	Roasting Expertise and Roast Profile Differentiation	0.10	4	0.40
S5	Social Contribution and Labor Absorption	0.10	3	0.30
	<b>Sub-Total</b>	<b>0.6</b>		<b>2.18</b>
	<b>Weakness Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
W1.	There has been no significant product diversification.	0.12	2	0.24
W2.	Raw Material Quality Is Not Consistent (random grade)	0.15	2	0.30
W3.	Digital Promotion Is Not Yet Optimal	0.13	1	0.13
	<b>Sub-Total</b>	<b>0.40</b>		<b>0.67</b>
	<b>Total</b>	<b>1.00</b>		<b>2.85</b>

Source: Processed data, 2025

Meanwhile, the External Factor Analysis Summary (EFAS) analysis showed a total score of 2.83, reflecting that the external environment of Air Lanang Coffee's MSMEs is dominated by quite strong opportunities. The growth of coffee consumption at the national level, the increasing popularity of specialty coffee, and the consumer tendency to choose local coffee products provide broad market potential for business development. Furthermore, advances in

information technology and the use of digital platforms open up opportunities for MSMEs to reach consumers more widely and efficiently than with conventional marketing methods.

Despite relatively substantial external opportunities, Air Lanang Coffee's MSMEs still face a number of challenges that require strategic anticipation. Fluctuating robusta coffee prices, increasing competition among coffee MSMEs, and demands for quality standards and product licensing are threats that can impact business sustainability. These conditions require MSMEs to develop adaptive strategies and maximize internal strengths to address the dynamics of the business environment.

Referring to the combination of IFAS and EFAS results, the strategic position of Air Lanang Coffee MSME is in a condition that allows for the implementation of a business development strategy. This approach allows for the development of strategies that are not only responsive to environmental changes, but also proactive in exploiting market opportunities while still considering internal limitations, thus resulting in a more targeted, realistic, and sustainable development strategy. The EFAS matrix of Air Lanang Coffee MSME is described in Table 3.

**Table 3. EFAS Matrix Analysis of Air Lanang Coffee MSMEs**

<b>EFAS Matrix</b>				
	<b>Opportunity Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
Q1.	Increase in National Coffee Consumption & Specialty Coffee Trends	0.15	4	0.60
Q2.	The Development of Digital Marketing & E-commerce	0.13	4	0.52
Q3.	Potential for Sustainable Partnerships with Coffee Farmers	0.10	3	0.30
Q4	Coffee Educational Tourism Opportunities	0.08	3	0.24
Q5	There is a trend of preference for coffee MSMEs	0.09	3	0.27
	<b>Sub-Total</b>	<b>0.55</b>		<b>1.93</b>
	<b>Threat Factors (Treats)</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
T1.	Robusta Coffee Price Fluctuations	0.15	2	0.30
T2.	Competition among Coffee and Roastery MSMEs is Getting Tighter	0.14	2	0.28
T3.	Quality Regulation, Licensing, and Product Certification	0.16	2	0.32
	<b>Sub-Total</b>	<b>0.45</b>		<b>0.9</b>
	<b>Total</b>	<b>1.00</b>		<b>2.83</b>

Source: Processed data, 2025

Based on the results of the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), the preparation of the IE Matrix (Internal External Matrix) can be done to identify the strategic position of Air Lanang Coffee MSMEs more systematically. The IE Matrix functions as a mapping tool that integrates internal conditions and external environmental influences into nine strategic positions, so that it can be used to determine the direction of business policy, whether oriented towards growth, stability, or defensive strategies (David & David, 2017).

On the horizontal axis of the IE Matrix, the Air Lanang Coffee MSME's IFAS score of 2.85 indicates that the business's internal conditions are relatively strong. This score reflects the MSME's ability to manage resources, carry out production processes, and implement marketing activities quite effectively, although there are still several internal aspects that need improvement. An IFAS score approaching the strong category indicates that internal strengths are more dominant than weaknesses, so that the MSME has adequate internal capacity to support business development (Rangkuti, 2015).

Meanwhile, on the vertical axis of the IE Matrix, the EFAS value of 2.83 indicates that the external environment of Air Lanang Coffee MSME is in a condition that supports business growth. The high external opportunities are reflected in the increase in coffee consumption, the development of local and specialty coffee markets, and advances in information technology that encourage the effectiveness of digital marketing. Although MSMEs face threats such as fluctuations in raw material prices and increased business competition, the available opportunities are still relatively large and can be optimally utilized (Wahyudi & Jati, 2017).

The combination of an IFAS score of 2.85 and an EFAS score of 2.83 places Air Lanang Coffee MSME in Cell I of the IE Matrix, which falls under the growth and build strategy category. This position indicates that strong internal conditions can be optimally utilized to respond to available external opportunities, so that the recommended strategy is oriented towards market development, product quality improvement, and strengthening business competitiveness. The strategic implications of this position indicate that Air Lanang Coffee MSME is not merely at the stage of maintaining its business, but rather has great potential for expansion and innovation. Relevant growth strategies to be implemented include strengthening the brand image of local coffee products, expanding marketing networks through digital platforms, and product diversification based on the business's internal strengths.

SWOT analysis is a strategic approach widely used in formulating business development strategies due to its ability to systematically integrate various internal and external factors. The advantage of this approach lies in its ability to assist decision-makers in optimizing the use of internal strengths and environmental opportunities, while simultaneously identifying and mitigating internal weaknesses and the impact of external threats that could potentially hinder business performance. Thus, SWOT analysis serves as a conceptual framework that supports the development of more adaptive strategies oriented toward business sustainability (Murniawaty et al., 2022).

The SWOT matrix is an important matching analysis tool in developing four main strategic alternatives: SO (Strength Opportunity), WO (Weakness Opportunity), ST (Strength Threat), and WT (Weakness Threat). These four types of strategies are formulated by considering the business's position in the IE Matrix, so that the resulting strategy is not only conceptual but also relevant to the internal and external conditions faced. Through this approach, development strategies can be formulated in a more focused manner and based on the actual conditions of the business. Figure 2 below is the SWOT matrix for the development of the Air Lanang Coffee MSME.

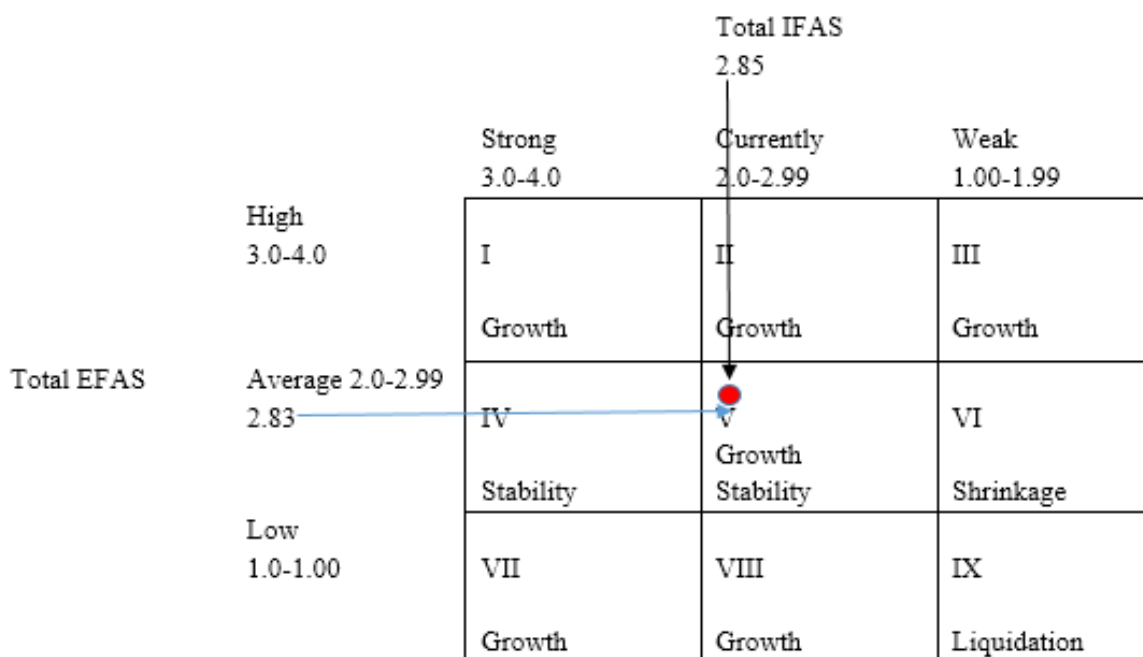


Figure 2. IE Matrix of Air Lanang Coffee MSMEs  
Source: Processed data, 2025

Information :

- I : Concentration Strategy Through Vertical Integration
- II. Concentration Strategy Through Horizontal Integration
- III : Turn Around Strategy
- IV : Stabilization Strategy
- V : Concentration Strategy Through Horizontal Integration and Stabilization
- VI : Divestment Strategy
- VII : Concentric Diversification Strategy

VIII : Conglomerate Diversification Strategy

IX : Liquidity/Bankruptcy Strategy

Table 4. SWOT Matrix Analysis of Air Lanang Coffee MSMEs

<p>IFAS</p> <p>EFAS</p>	<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>• control all coffee production activities,</li> <li>• have quite complete production equipment</li> <li>• Using the best quality raw materials.</li> <li>• opening up employment opportunities and access to sales of agricultural products</li> <li>• Have quite professional roasting skills</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>• There has been no significant product diversification</li> <li>• Most of the raw materials are of original grade.</li> <li>• Promotion has not been carried out actively</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• National coffee consumption &amp; specialty coffee Trends in the Indonesian coffee industry</li> <li>• Market expansion through e-commerce &amp; digital marketing.</li> <li>• Strengthening partnerships with farmers must continue to be improved,</li> <li>• can develop the business into coffee education tourism (coffee education &amp; roasting class),</li> <li>• The rise of local coffee/MSME trends</li> <li>• Product diversification Derivative products.</li> </ul>	<p><b>SO Strategy</b></p> <ul style="list-style-type: none"> <li>• “Single Origin Air Lanang” appeal with the support of village production data and complete production facilities.</li> <li>• Digital marketing expansion (Shopee, Tokopedia, IG Ads) utilizes product quality and roasting variants.</li> <li>• Opening a Coffee Learning Center based on roasting, grading, and coffee education facilities.</li> <li>• Developing premium products: premium roasted beans, medium roast signature, drip bag.</li> <li>• Farmer partnerships with a barter system as an incentive for better quality.</li> </ul>	<p><b>WO Strategy</b></p> <ul style="list-style-type: none"> <li>• Training program to improve the quality of raw materials for farmers (reducing defects, standard water content 12–13%).</li> <li>• Developing Arabica product variants, following consumer trends, minimizing dependence on local Robusta.</li> <li>• Rebranding and modern packaging to improve local branding to national.</li> <li>• HR training in digital marketing, quality control, and production.</li> <li>• Implement quality SOPs so that variations in random grades can be reduced.</li> </ul>
<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Robusta coffee prices often change with the seasons.</li> <li>• More and more MSMEs are engaged in the coffee roasting and processing sector.</li> <li>• Variations in water content, defect levels, and inconsistent coffee bean quality.</li> <li>• Depends on the machine.</li> <li>• MSMEs must fulfill various requirements such as SNI, P-IRT permits, BPOM,</li> </ul>	<p><b>ST Strategy</b></p> <ul style="list-style-type: none"> <li>• Internal raw material standardization (strict grading, regular sorting) to address quality variability.</li> <li>• Creating different flavors and roasting to face competition from other MSMEs.</li> <li>• Conduct preventive maintenance on roasting &amp; grinder machines to avoid downtime.</li> <li>• Create long-term raw material purchase contracts to reduce price fluctuations.</li> <li>• Developing product story-telling (local farmers, coffee-producing villages) to address shifting consumer preferences.</li> </ul>	<p><b>WT Strategy</b></p> <ul style="list-style-type: none"> <li>• Diversification of raw materials: purchasing from other sub-districts/villages to reduce the risk of supply shortages.</li> <li>• Increase production cost efficiency (energy usage, machine optimization, batching roasting).</li> <li>• Quality certification and PIRT/SNI licensing to face regulations.</li> <li>• Recruitment of local youth &amp; roasting training to overcome dependence on limited human resources.</li> <li>• Establish a variable cost control system, especially for packaging and raw materials.</li> </ul>

Source: Processed data, 2025

The integration of internal and external factors through the SWOT matrix produces a number of alternative SO, WO, ST, and WT strategies. Referring to the position of MSMEs in the IE Matrix, which is in the growth and build category, the prioritized strategies are growth-oriented strategies while still paying attention to internal strengthening and risk mitigation. Therefore, not all strategies in the SWOT matrix are focused on, but rather selected

based on their relevance and level of urgency to business development. Based on the results of the SWOT analysis and the business's strategic position, the three main recommended strategies are as follows:

1. Branding strengthening and digital marketing expansion. This strategy is implemented through the development of the "Single Origin Air Lanang" brand and optimization of digital marketing (social media and marketplaces) to expand market reach and increase the competitiveness of local coffee products.
2. Improving and standardizing raw material quality through farmer partnerships. This strategy aims to improve raw material quality through training, implementing quality standards, and strengthening partnerships with farmers, thereby reducing coffee quality variation and maintaining product consistency.
3. Diversification of value-added products based on internal strengths. Product diversification, such as premium roasted beans, specialty roast varieties, and coffee derivatives, is carried out to increase added value, expand market segments, and reduce dependence on a single primary product.

## **CONCLUSION**

The results of the IFAS and EFAS analysis indicate that Air Lanang Coffee MSME has a relatively strong internal condition and is supported by an external environment that provides high opportunities. The IFAS value of 2.85 and EFAS of 2.83 places the MSME in Cell I of the IE Matrix (growth and build), which indicates that the business is in a strategic position to carry out sustainable development and expansion. Based on the integration of SWOT and TOWS analysis, this study determines three main strategies as development priorities for Air Lanang Coffee MSME, namely (1) strengthening the "Single Origin Air Lanang" branding and expanding digital marketing to expand market reach, (2) improving and standardizing the quality of raw materials through strengthening partnerships with farmers to maintain consistent product quality, and (3) diversifying value-added products based on internal advantages, such as the development of premium roasted beans and coffee derivative products. The implementation of these three strategies is expected to increase competitiveness, expand market share, and strengthen the sustainability of Air Lanang Coffee MSME in the medium and long term.

## **ACKNOWLEDGMENTS**

On this occasion, the author would like to express his gratitude to Mr. Dr. Reflis. S.P, M.Si as Lecturer of production and operations management, Master of Agribusiness Program, University of Bengkulu. My colleagues Fitri Lestari, Rolinly Wakarandi, Rahmad Sudarma, and Alvira Dewi Arborea who helped and provided advice to the author so that this journal could be completed well. The author would also like to express his deepest gratitude to family, and all parties who helped the author complete the writing of this journal .

## **REFERENCES**

- Arikunto, S. (2006). *Research procedures: A practical approach* . Rineka Cipta.
- Astuti, R., & Prasetyo, A. (2021). Agribusiness-based MSME development strategy through a SWOT approach. *Integrated Agribusiness Journal* , 14 (2), 145–156.
- Rejang Lebong Central Statistics Agency. (2020). *Rejang Lebong Regency in figures 2020*. BPS Rejang Lebong Regency.
- Benedetti, A., & Velázquez, B. (2020). Consumer preferences and quality attributes of specialty coffee. *Journal of Food Products Marketing* , 26 (5), 375–389. <https://doi.org/10.1080/10454446.2020.1787065>
- David, FR, & David, FR (2017). *Strategic management: A competitive advantage approach, concepts and cases* (16th ed.). Pearson Education.
- Dewi, RK, & Santoso, I. (2019). The influence of product quality and brand image on local coffee purchasing decisions. *Journal of Management and Agribusiness* , 16 (1), 45–56.
- Faradannisa, R., & Supriyanto, A. (2022). Survival strategies of MSMEs amidst increasingly fierce business competition. *Journal of Business Management* , 9 (2), 101–110.
- International Coffee Organization. (2019). *Coffee market report* . ICOs.

- Kotler, P. (2008). *Marketing Management* (12th Edition). Index.
- Kurniawan, A., & Lubis, R. (2022). SWOT analysis on the development of small-scale coffee MSMEs in Indonesia. *Journal of Economics and Business* , 15 (3), 233–244.
- Murniawaty, I., Nugroho, SB, & Hartono, D. (2022). SWOT-based analysis of MSME development strategies. *Journal of Development Economics* , 20 (1), 67–78.
- Noviantari, NP, Darmawan, DP, & Susrusa, KB (2015). Robusta coffee marketing channels and their efficiency. *Journal of Agribusiness and Agrotourism* , 4 (1), 45–54.
- Prabowo, A., & Widodo, T. (2020). The role of MSMEs in improving the rural economy. *Journal of Regional Development* , 6 (2), 85–94.
- Rangkuti, F. (2015). *SWOT Analysis: Techniques for Dissecting Business Cases* . PT Gramedia Pustaka Utama.
- Sari, DP, & Afrianto, D. (2023). Contribution of MSMEs to national economic growth. *Journal of Economics and Public Policy* , 14 (1), 25–36.
- Wahyudi, T., & Jati, S. (2017). Sustainable development of Indonesia's coffee industry: Challenges and opportunities. *International Journal of Business and Society* , 18 (S4), 745–760.
- Yogi, A., Reflis, & Lestari, F. (2025). Robusta coffee marketing patterns in Rejang Lebong Regency. *Indonesian Agribusiness Journal* , 7 (1), 55–66.