



Development Of Creative Coffee-Based Agribusiness at Bumdesma Giri Arjuno, Batu City, East Java

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Abstract

Purpose of Study: This study aims to analyze the performance of a creative coffee-based agribusiness at BUMDesma Giri Arjuno and formulate a value proposition-based business model to enhance value addition and market reach.

Methodology: The research employs a qualitative descriptive method using a case study approach. Data were collected through observation, in-depth interviews, questionnaires, and documentation from BUMDesma managers and coffee farmers. Analysis was conducted by scoring indicators of innovation, technology, and value-added across each agribusiness subsystem, followed by the formulation of a business model using the Value Proposition Canvas (VPC) and the Business Model Canvas (BMC)

Main Findings: The results indicate that the performance of the coffee-based creative agribusiness falls into the high category with a score of 4.14, with the innovation aspect (score 4.07) and technology aspect (score 3.50) both in the high category, and the value-added aspect in the very high category (score 4.85). Innovation is reflected through the application of agroforestry, coffee product diversification, and branding based on local wisdom. Modern technology is used in post-harvest processes to improve product quality. The VPC analysis reveals that the primary uniqueness of Arjuno Arabica coffee lies in its distinctive flavor and aroma, featuring herbal notes such as sinom and temulawak as well as fruity notes like apple and orange, which serve as the key differentiator for specialty coffee consumers. Consumers also expect consistent quality, a strong local identity, informative packaging, and ease of purchase. The BMC analysis highlights

Novelty/Originality of This Study: opportunities for growth through digital marketing, café partnerships, strengthening the customer community, and collaboration with the government, academia, and coffee industry stakeholders.

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INTRODUCTION

Coffee is one of Indonesia's leading agricultural commodities that plays a vital role in the national economy, both as a source of foreign exchange and as a driver of the rural economy. Indonesia is among the world's largest coffee-producing countries, with Arabica and Robusta as its primary varieties. East Java Province is one of the nation's major coffee production centers, supported by its geographical conditions highlands, fertile volcanic soil, and a climate suitable for coffee cultivation (Gunarso et al., 2024). According to BPS (2024), coffee production in East Java has shown an upward trend, reaching 48.05 thousand metric tons (BPS, 2024). One of the regions with potential for Arabica coffee development in East Java is the city of Batu, which has land characteristics at an elevation of 900–1,400 meters above sea level, making it suitable for the cultivation of specialty-grade Arabica coffee. Arabica coffee grown on the slopes of Mount Arjuno offers a smooth flavor with a distinctive aroma, characterized by herbal notes such as sinom and temulawak, as well as fruity notes like apple

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and orange a result of the combination of volcanic soil and the diversity of the surrounding forest vegetation (Amrullah, 2025).

The development of Arabica coffee in Batu City has been further strengthened through the implementation of an agroforestry system in forest areas managed participatively with the community. The agroforestry system is considered capable of increasing land productivity while maintaining environmental sustainability and the economic well-being of communities living near the forest (Lauri et al., 2025). In addition to its ecological value, the development of Arjuno Arabica coffee also has the potential to provide economic added value through coffee product processing, the strengthening of local identity, and the development of coffee-based tourism. These conditions indicate that coffee is no longer viewed merely as a primary commodity but also as a creative agribusiness product capable of driving innovation, product differentiation, and market competitiveness (Haris et al., 2023).

The existence of BUMDesma Giri Arjuno serves as a form of collective institutional strengthening in the development of Arjuno Arabica coffee in Batu City. BUMDesma plays a role in the processing, packaging, and marketing of coffee produced by local farmers, thereby increasing the market value of coffee products compared to the sale of raw coffee beans. In addition, BUMDesma also plays a role in community empowerment through training, mentoring, and the development of community-based marketing and partnerships. Abbas et al (2025) explain that the existence of BUMDesma Giri Arjuno has enhanced the community's capacity in coffee cultivation and processing and strengthened the institutional framework of the coffee industry on the slopes of Mount Arjuno.

However, the development of the coffee agribusiness at BUMDesma Giri Arjuno still faces various challenges. The post-harvest processing of coffee remains dependent on sun-drying, resulting in inconsistent product quality. Additionally, simple packaging designs, incomplete label information, and suboptimal digital marketing have prevented the coffee products from competing effectively in the specialty coffee market. These conditions indicate that coffee development cannot be limited to increasing production alone but also requires innovation in processing, branding, marketing, and the creation of value-added products based on consumer needs. According to Sulistyorini et al., (2018), the implementation of Good Handling Practices (GHP) in the post-harvest coffee processing is crucial for maintaining quality, increasing value-added, and strengthening the competitiveness of coffee products in the market.

Research on the development of Village-Owned Enterprises (BUMDes) generally focuses more on institutional aspects and the economic empowerment of rural communities. However, studies specifically examining the development of creative coffee-based agribusinesses within BUMDesma are still relatively rare. Previous research on coffee has predominantly used the Business Model Canvas (BMC) approach to map business models, such as the studies Sholihah (2018); Johanda et al (2025); Sutandyo (2017). However, these studies have not yet integrated an in-depth analysis of creative agribusiness innovation and the alignment of value propositions with customer needs. Meanwhile, the use of the Value Proposition Canvas (VPC) approach in the development of village-institution-based coffee agribusiness is still not well understood, and there is little data discussing the integration of VPC and BMC in the development of coffee agribusiness from upstream to downstream.

Given these conditions, this study aims to: (1) analyze the performance of creative coffee-based agribusiness at BUMDesma Giri Arjuno based on the aspects of innovation, technology, and value added; and (2) formulate a creative agribusiness model based on value proposition using the Value Proposition Canvas (VPC) and Business Model Canvas (BMC) approaches to enhance the value added, branding, and market reach of Arjuno Arabica coffee.

METHOD

This study was conducted at BUMDesma Giri Arjuno, located in Batu City, East Java Province. The research location was selected through purposive sampling based on the criteria of as BUMDesma Giri Arjuno is a collective organization focused on Arabica coffee that actively engages in the processing, packaging, and marketing of Arjuno Arabica coffee through agroforestry practices. The study was conducted from November to December 2025.

The study employed a qualitative descriptive method using a case study approach. This approach was used to gain an in-depth understanding of the current state of the creative coffee-based agribusiness, ranging from production to marketing, as well as the development of a business model based on value propositions. Qualitative descriptive research aims to systematically describe phenomena based on actual field conditions through the processes of data reduction, data presentation, and drawing conclusions (Sugiyono, 2013).

The data used consisted of primary and secondary data. Primary data were obtained through field observations, in-depth interviews, questionnaire distribution, and documentation from BUMDesma managers, coffee farmers, and relevant parties in the Arjuno Arabica coffee agribusiness chain. Informants were selected purposively based on their involvement in coffee agribusiness activities. Secondary data were obtained from BPS, BUMDesma institutional documents, scientific journals, books, and various literature relevant to the study.

The analysis of creative agribusiness performance was conducted using a Likert-scale scoring method applied to indicators of innovation, technology, and value added across each agribusiness subsystem, including production facilities, production, harvesting, post-harvest processing, packaging and branding, institutional framework, and marketing (Setiawan, 2012). The assessment was conducted by assigning scores to each indicator, followed by calculating the average score to determine the performance category of the creative agribusiness.

The business model was formulated using the Value Proposition Canvas (VPC) and Business Model Canvas (BMC) approaches. The VPC analysis was used to identify customer jobs, pains, and gains and to align them with the value maps of BUMDesma Giri Arjuno (Osterwolde et al., 2014). Subsequently, the results of the VPC analysis were used as the basis for developing the nine elements of the Business Model Canvas (BMC), namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Harahap et al., 2024). This approach was used to design a more innovative, integrated, and consumer-oriented creative coffee-based agribusiness model.

The analytical method used in this study is an extension of previous research on the coffee agribusiness and BMC-based business models, combined with the Value Proposition Canvas (VPC) approach. All research data were collected directly in the field.

RESULTS AND DISCUSSION

The research results indicate that the performance of the creative coffee-based agribusiness at BUMDesma Giri Arjuno falls into the high category. This assessment was derived from a scoring analysis of the aspects of innovation, technology, and added value across each subsystem of the coffee agribusiness, including production facilities, production, harvesting, post-harvest processing, packaging and branding, institutional framework, and marketing. In general, the research results indicate that the development of coffee agribusiness at BUMDesma has proceeded quite optimally through the application of innovations based on local potential and the strengthening of collective institutions. The scoring results for the coffee-based creative agribusiness at BUMDesma Giri Arjuno are presented in Table 1.

Table 1. Scoring Results for Each Subsystem of the Coffee-Based Creative Agribusiness

Subsystem	Indicator					
	Innovation		Technology		Added Value	
	Value	Criteria	Score	Criteria	Score	Criteria
1. Production Facilities	4.09	High	3.75	Height	4.56	Very High
2. Production	4.50	Very High	4.13	High	4.81	Very High
3. Harvest	4.31	Very High	3.31	Moderate	4.75	Very High
4. Post-Harvest	3.80	High	3.80	High	4.80	Very High

5. Packaging 6. and Branding	4.00	High	2.33	Low	5.00	Very High
7. Institutional and Management	4.06	High	4.41	High	5.00	Very High
8. Marketing	3.75	High	2.75	Fair	5.00	Very High
Average	4.07	High	3.50	High	4.85	Very High
Creative Agribusiness Performance					4.14	Height

Source: Processed primary data, 2025

Based on the scoring analysis results, the performance of the coffee-based creative agribusiness at BUMDesma Giri Arjuno in the production facilities subsystem with innovation scores of 4.09, technology scores of 3.75, and value-added scores of 4.56 indicates that the use of production inputs and the development of coffee cultivation have been effective and support improvements in the quality of coffee farming operations. The production subsystem received an innovation score of 4.50, a technology score of 4.13, and a value-added score of 4.81, indicating that coffee cultivation and processing are being carried out optimally through the application of agroforestry and the diversification of coffee products such as green beans, roasted beans, and ground coffee.

In the harvesting subsystem, innovation scored 4.31 and value added 4.75, but technology scored only 3.31. These results indicate that the harvesting process has adopted the “red-picking” method, but the use of harvesting and drying technologies remains limited and relies on sunlight, resulting in product quality that is not yet fully consistent. The post-harvest subsystem received scores of 3.80 for innovation and technology, respectively, and 4.80 for added value, indicating that post-harvest processing is already quite effective in improving the quality and economic value of coffee.

Post-harvest innovations are evident in the implementation of sorting ripe coffee cherries (red-picking), the removal of defective beans, and improved hygiene in coffee collection and processing containers. Additionally, BUMDesma has begun implementing controlled fermentation and more hygienic drying methods to maintain coffee bean quality. The application of post-harvest technology remains relatively limited. The drying process still relies heavily on sunlight and does not yet utilize mechanical dryers, while sorting is still done manually using simple tools such as a sieves, and sorting tables. In the roasting process, BUMDesma has adopted small-scale roasting machines with temperature settings and roast profiles aligned with the manual and the results of its own research. The post-harvest subsystem adds significant value to BUMDesma Giri Arjuno’s coffee products. Post-harvest processing enhances flavor quality, extends shelf life, and increases the selling price of coffee through green beans, roasted beans, and ground coffee. The fermentation process, hygienic drying, and more controlled roasting have successfully strengthened the image of Giri Arjuno’s local coffee as a specialty-grade coffee with a distinctive flavor profile.

In terms of packaging and branding, an innovation score of 4.00 and an added value score of 5.00 indicate that the Giri Arjuno coffee brand identity effectively enhances product appeal through the use of the logo (GA), brand name, and a brand story rooted in local wisdom. However, the technology score for this subsystem remains low at 2.33, as the use of digital technology in packaging design and marketing is still limited.

The institutional and management subsystem received an innovation score of 4.06, a technology score of 4.41, and an added value score of 5.00. These results indicate that the institutional framework of BUMDesma is functioning well through training, mentoring, partnerships with universities, and the digitization of management using the WhatsApp communication app. The marketing subsystem received a score of 3.75 for innovation, 2.75 for technology, and 5.00 for added value. The added value in marketing is classified as very high because it has successfully enhanced the image and competitiveness of coffee products; however, the utilization of digital marketing remains low, as promotions are still conducted in a simple manner and are limited to direct marketing and word-of-mouth recommendations.

Overall, the scoring analysis results indicate that the performance of the coffee-based creative agribusiness at BUMDesma Giri Arjuno falls into the high category (4.14), with an average score of 4.07 for the innovation aspect and 3.50 for the technology aspect. The high innovation score is evident in the implementation of an agroforestry system, the diversification of coffee products—including

green beans, roasted beans, and ground coffee and the development of branding based on the local identity of Arjuno Arabica coffee. Meanwhile, the technology aspect reflects the use of modern equipment in post-harvest processing, such as roasting machines and coffee grinders, which help improve efficiency and product quality.

The value-added aspect received the highest score of 4.85, falling into the “very high” category. This score indicates that the coffee processing carried out by BUMDesma has successfully improved product quality and selling price through diversification and value-added processing of coffee products. In addition to boosting economic value, the development of creative coffee-based agribusiness also strengthens the branding of local products and opens up broader market opportunities in the specialty coffee sector. These conditions indicate that the development of coffee agribusiness based on innovation, technology, and value-added activities has been proceeding quite optimally and has the potential to support sustainable improvements in community welfare. The results of this scoring then served as a reference for formulating the Business Model Canvas for the current conditions at BUMDesma Giri Arjuno, with the results shown in Figure 1.

The results of the Business Model Canvas (BMC) analysis of the current situation show that BUMDesma Giri Arjuno already has an integrated coffee agribusiness model spanning production through marketing. The primary customer segments include specialty coffee consumers, coffee enthusiast communities, and local cafes. In terms of the value proposition, Giri Arjuno coffee offers agroforestry-based Arabica coffee with a distinctive fruity and herbal flavor profile, reflecting the local identity of the slopes of Mount Arjuno.

Regarding the channels element, marketing is still dominated by direct sales and partnerships with local cafes, while the use of digital marketing has not yet been optimized. Customer relationships are built through direct communication and engagement with the local coffee community. Revenue streams come from the sale of green beans, roasted beans, and ground coffee, demonstrating product diversification and the creation of added value.

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments	
✓ Local coffee farmers. ✓ <i>Coffee shops</i> ✓ Local government ✓ Universities ✓ Perhutani	✓ Arjuno Arabica coffee cultivation. ✓ Post-harvest processing ✓ Product packaging and <i>branding</i>. ✓ Coffee marketing (<i>offline</i> and <i>online</i>). Key resources ✓ Raw material supply from farmers ✓ Roasting machines ✓ Human resources	✓ The distinctive flavor of Arjuno Arabica coffee ✓ Authentic local product from Batu. ✓ Competitive prices	✓ Direct communication with consumers Channels ✓ Direct sales. ✓ Partner <i>coffee shops</i>	✓ Local customers ✓ Local cafes	
Cost structure			Revenue Stream		
✓ Packaging costs. ✓ Production costs. ✓ Marketing costs (<i>digital and offline</i>). ✓ Training and education costs. ✓ Distribution/logistics costs.			✓ Coffee sales (<i>green beans, roasted beans, ground coffee</i>).		

Figure 1. Visualization of the BMC for the Current Status of BUMDesma Giri Arjuno’s Coffee Products

Source: Processed primary data, 2025

Key resources include agroforestry land, high-quality Arabica coffee, processing equipment, and the BUMDesma institutional framework. Key activities encompass cultivation, post-harvest processing, roasting, packaging, and coffee marketing. Key partnerships are established with local governments, academics, the coffee community, and local businesses.

However, standardizing product quality, branding, and market expansion remain major challenges. Overall, the existing business model shows significant potential for development, particularly through strengthening digital marketing, product branding, and expanding the partnership network. Furthermore, the findings from the current conditions will aid in mapping the Value Proposition Canvas analysis, yielding results as shown in Figure 2.

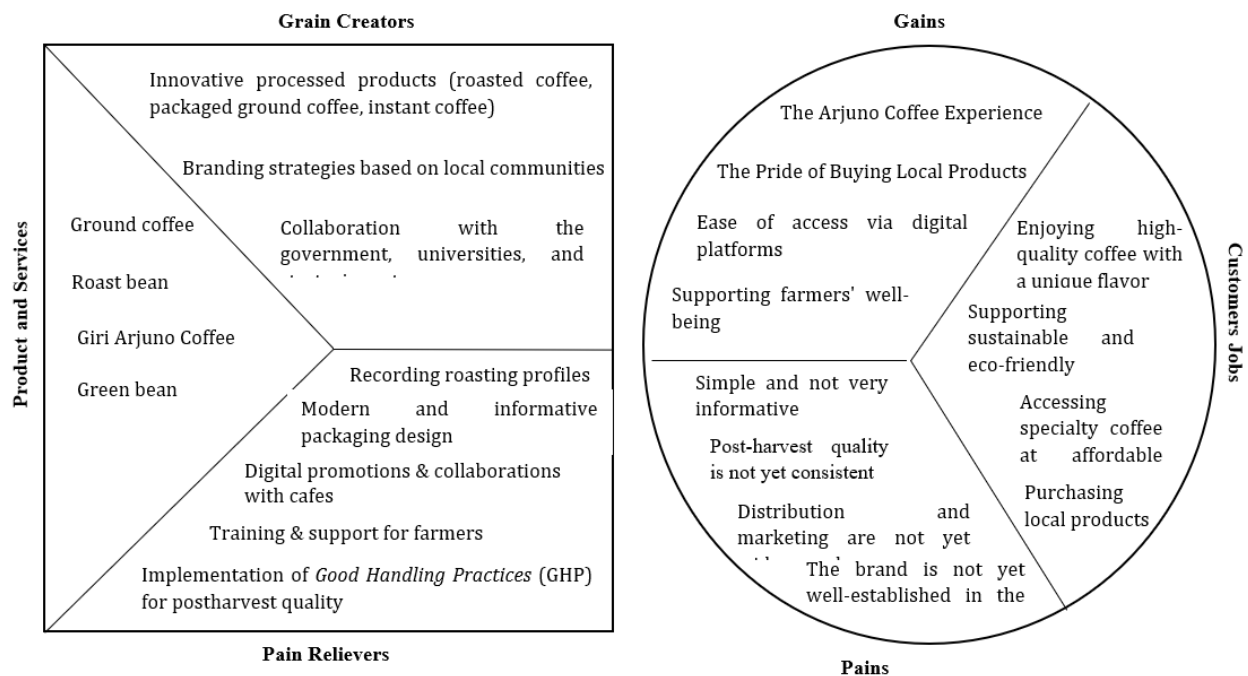


Figure 2. Visualization of the BUMDesma Giri Arjuna VPC

The results of the Valueml-ph-0000@deepl.internalProposition Canvas (VPC) analysis indicate that consumers of Giri Arjuno Arabica coffee desire coffee products with consistent quality, a distinctive flavor profile, a strong local identity, and ease of purchase. In addition, consumers are also interested in coffee products that tell a story of their origin and incorporate concepts of environmental sustainability. These findings indicate that the primary value proposition of Giri Arjuno coffee lies in its agroforestry-based specialty coffee quality, its distinctive flavor and aroma—featuring herbal notes such as sinom and temulawak, as well as fruity notes like apple and orange—and its local identity rooted in the slopes of Mount Arjuno.

Based on the VPC analysis results, the development of a business model using the Business Model Canvas (BMC) reveals several strategic opportunities to enhance the business's competitiveness. The value proposition can be strengthened by improving product quality, developing more modern packaging, and enhancing branding based on local storytelling about Arjuno Arabica coffee. In terms of channels, developing digital marketing and collaborating with coffee shops are potential strategies for expanding the market. Additionally, customer relationships can be strengthened by building a customer community and providing education about agroforestry-based specialty coffee.

The results of this study indicate that the development of creative coffee-based agribusiness focuses not only on increasing production but also on creating added value through product innovation, strengthening branding, and developing business models that align with consumer needs. A creative agribusiness approach can enhance the competitiveness of local coffee products while strengthening the role of village institutions in supporting farmers' welfare and local economic sustainability. The findings of this study also provide practical contributions in the form of recommendations for value proposition-based business models that village-based coffee institutions can implement to develop competitive and sustainable specialty coffee products.

After conducting the VPC analysis, the results were then translated into a Value Proposition-based Business Model Canvas (BMC), as shown in Figure 3. The updated Business Model Canvas (BMC) following the Value Proposition Canvas analysis indicates a strengthening of several elements in BUMDesma Giri Arjuna's business model, particularly in the aspects of value proposition, customer relationships, channels, and key activities. The VPC analysis was used to identify consumer needs, problems, and expectations regarding BUMDesma's coffee products, ensuring that the business strategy developed is better aligned with market needs.

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
✓ Local coffee farmers. ✓ Coffee shops ✓ Local government ✓ Universities ✓ Coffee-loving communities. ✓ Perhutani	✓ Coffee cultivation ✓ Post-harvest processing using Good Handling Practices (GHP). ✓ Product packaging and branding. ✓ Coffee marketing ✓ Education and training. ✓ Collaboration with coffee shops and strategic partners	✓ The distinctive flavor profile of Arjuno Arabica coffee (herbal and fruity) ✓ Local identity and conservation stories on the slopes of Mount Arjuno. ✓ Competitive prices ✓ The pride of Batu's authentic local products. ✓ Value-added products: green beans, roasted beans, ground coffee. ✓ Specialty flavors achieved through unique processing methods	✓ Coffee together ✓ Providing opportunities to try new products. ✓ Maintaining long-term relationships with coffee shop partners. ✓ The Arjuno coffee lovers' community.	✓ Coffee connoisseurs ✓ Local coffee shops ✓ Offices/institutions ✓ Coffee-loving communities seeking a local identity. ✓ Premium coffee lovers
Key resources			Channels	
✓ Coffee farms ✓ Farmers, ✓ BUMDesma managers, ✓ Laborers. ✓ Coffee processing equipment ✓ High-quality packaging.			✓ Direct sales. ✓ Partner coffee shops ✓ Coffee events	
Cost structure		Revenue Stream		
✓ Packaging costs. ✓ Production costs. ✓ Marketing costs ✓ Training and education costs. ✓ Distribution/logistics costs.		✓ Coffee sales (green beans, roasted beans, ground coffee). ✓ Coffee education (training, workshops). ✓ Price diversification for the specialty segment		

Figure 3. BMC based on the Value Proposition Canvas
Note: Blue indicates new elements that have been added

CONCLUSION

The research results show that the performance of the coffee-based creative agribusiness at BUMDesma Giri Arjuno falls into the high category in the innovation aspect with a score of 4.07 and the technology aspect with a score of 3.50, as well as the very high category in the value-added aspect with a score of 4.85. The innovation aspect is demonstrated through the implementation of an agroforestry system, product diversification such as green beans, roasted beans, and ground coffee, as well as the development of branding based on the local identity of Arjuno Arabica coffee. The technology aspect is reflected in the use of modern equipment in the post-harvest coffee processing, which helps improve efficiency and product quality. Meanwhile, the high level of value added indicates that processing and product diversification can enhance the quality and market value of coffee compared to the sale of raw coffee beans.

An analysis of the Value Proposition Canvas (VPC) shows that consumers desire coffee products with consistent quality, distinctive flavor, a strong local identity, and ease of purchase. Furthermore, the Business Model Canvas (BMC) analysis indicates that business model development can be achieved by strengthening the value proposition based on agroforestry coffee, optimizing digital marketing, strengthening customer relationships through the coffee community, and expanding partnerships with the government, academia, and coffee industry stakeholders. Thus, the development of a creative coffee-based agribusiness at BUMDesma Giri Arjuno has the potential to enhance the competitiveness of specialty coffee products and support the economic sustainability of the local community.

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