



DEVELOPING ENTREPRENEURIAL COMPETENCIES IN COFFEE FARMING: STRATEGIC APPROACHES FOR KEPAHANG REGENCY

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ABSTRACT

Indonesia's national coffee consumption has consistently increased over the past five years, while exports of raw coffee beans have declined. On the other hand, exports of ground coffee, coffee beverages, and instant coffee have grown, except for a sudden drop in instant coffee exports in 2019. Research on entrepreneurial competencies reveals that eleven indicators range from low to moderate levels, with the weakest being the ability to seize business opportunities. Analyzing internal and external factors is crucial to addressing the moderate-to-low entrepreneurial competencies of coffee farmers in Kepahiang Regency, followed by formulating strategies using the SWOT approach. The study recommends a conservative WO (Weaknesses-Opportunities) strategy to overcome internal weaknesses and optimize opportunities by enhancing technical training and education in coffee cultivation, leveraging natural resources, and improving decision-making and creativity to manage microenterprises diversity effectively. This research has broader relevance to agribusiness development by providing strategic insights that can enhance the competitiveness and sustainability of the coffee sector in the global market..

Keyword: *coffee, competency, entrepreneurship, strategy, SWOT*

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INTRODUCTION

Coffee is one of the agricultural commodities and the country's largest foreign exchange earner. Coffee is fourth in the list of commodities contributing to foreign exchange after palm oil, rubber, and cocoa. This commodity is a source of income for 1.8 million heads of farming families spread across almost all provinces and 69 thousand families of workers on large plantations. Coffee also creates jobs, encourages domestic agribusiness and agro-industry, and supports environmental preservation and regional development (Ditjenbun, 2018). This potential is significant and intriguing to study. However, the great potential of coffee has not been fully optimized, primarily due to the limited entrepreneurial competencies among coffee farmers. These competencies, which include the ability to identify market opportunities, manage risks, and develop innovations, are crucial for enhancing farmers' competitiveness in addressing global market challenges (Rasoki et al., 2022).

According to Lernoud et al. (2018), Indonesia is ranked fourth in the world after Brazil, Colombia and Vietnam, with coffee production of around 600 thousand tons annually. Over the last five years, Indonesia's national coffee consumption has consistently increased, with average per capita coffee consumption around 1.11 kg per year. Although exports in the form of beans (green beans and roasted beans) have decreased, exports in the form of powder, instant coffee and coffee drinks continue to increase, except for instant coffee, which experienced a sudden decline in 2019. In addition, the stock of coffee beans in Indonesia has also declined in the last five years. Meanwhile, Indonesian coffee imports in the last five years have continued to increase, except for roasted beans, which experienced a slight decline. Many countries consider that coffee farming implementation is inadequate compared to the total existing land area. This is due to small farmers' challenges and obstacles in meeting sustainability or certification standards (Brandi et al., 2015).

Coffee consumption in Bengkulu Province is much greater than the current estimated average per capita coffee consumption in Indonesia, which is only around 1.11 kg/capita/year. The following is data on the coffee consumed per capita in Bengkulu province (kg/capita/yr).

Table 1. Amount of Ground Coffee Consumption Per Capita Bengkulu Province (in Kg/Capita/Yr)

Regency	2018	2019	2020
SouthBengkulu	20.2	21.5	17.6
Rejang Lebong	21.5	19.1	19.4
North Bengkulu	19.8	21.7	22.9
Kaur	19.8	19.7	24.1
Seluma	21.8	17.5	20.2
Mukomuko	17.3	15.4	19.9
Lebong	21.1	23.1	20.2
Kepahiang	23.7	20.4	18.9
Central Bengkulu	23.6	15.7	14.4
Bengkulu City	14.2	10.8	11.4
Average	20.3	18.5	18.9

Source: BPS (2021)

The people of Bengkulu Province like to drink coffee. This can be seen in the table above, which shows that the average consumption of ground coffee was 20.3 kg per capita in 2018, 18.5 kg in 2019, and 18.9 in 2020. People who make coffee a daily drink (Rasyidatusshalihah, 2018; Rugian et al., 2019; Sahabuddin et al., 2019). The development of information technology and changes in the economy, demographics, and environment trigger changes in lifestyle and increase people's purchasing power in consuming products, including coffee (Sahabuddin et al., 2019). This indicates an opportunity for coffee farmers or entrepreneurs to continue to develop. This is also supported by the fact that Bengkulu Province is one of Indonesia's 6th largest coffee-producing provinces after South Sumatra, Lampung, Aceh, North Sumatra and East Java. (BPS, 2021). The amount of coffee produced for each district is presented in Table 2.

The amount of coffee production in Kepahiang Regency is the largest each year compared to other districts. However, in 2020, Regency Rejang Lebong outperformed the total production of 20,010,000 Kg compared to Kepahiang District, with 19,220,000. For 2021, Kepahiang Regency is again the district with the highest production, 19,540,000 kg. These two districts have almost the same area and have adjacent areas. Kepahiang Regency is consistent with coffee production of 19 million kilograms yearly for 5 years from 2017 to 2021. Looking at the area and production of coffee in Kepahiang Regency, coffee farmers, in particular, have great potential to become prominent entrepreneurs who must be supported by good entrepreneurial competence. Entrepreneurial competency is a combination of various abilities and characteristics that make an

entrepreneur successful in a competitive environment, although the indicators can differ depending on the type of business. The competencies required to run a small company differ from those required by larger companies (Suryana & Burhanuddin, 2021). Many farmers worldwide can adapt and find the best way to do activity farm them. They are market-oriented and able to estimate the risks that occur. However, not all farmers have the potential to become entrepreneurs. Some still focus on maintaining traditional methods and making production decisions according to what they have (Kahan, 2012). The development of this great potential cannot be separated from the role of agricultural instructors who spearhead ministry agriculture (Rasoki et al., 2022).

Table 2. Bengkulu Province Coffee Production 2017 – 2021

Regency/City	2017	2018	2019	2020	2021
South Bengkulu	2,084,000	2,044,000	2,040,000	2,050,000	2,050,000
Rejang Lebong	14,865,000	15,919,000	17,980,000	20,010,000	18,810,000
North Bengkulu	3,907,000	3,574,000	3,750,000	2,060,000	2,990,000
Kaur	5,573,000	6,021,000	6,190,000	569,000	4,880,000
Seluma	4,874,000	4,882,000	4,870,000	506,000	5,010,000
Mukomuko	48,000	50,170	40,000	-	220,000
Lebong	4,979,000	4,995,000	5,000,000	5,040,000	5,050,000
Kepahiang	19,224,000	19,236,000	19,130,000	19,220,000	19,540,000
Central Bengkulu	3,256,000	3,494,000	3,490,000	3,480,000	3,510,000
Bengkulu City	2,000	2,680	-	-	-
Bengkulu Province	58,812,000	60,217,850	62,490,000	52,935,000	62,060,000

Source: BPS 2018-2022

However, despite its critical economic importance, there remains a lack of comprehensive research on how entrepreneurial competencies among coffee farmers can be developed to enhance productivity, competitiveness, and market orientation, particularly in regions like Kepahiang Regency, where coffee production is significant. The study of entrepreneurial competence among coffee farmers is essential for the industry, as farmers need to understand the potential internal and external factors that can be leveraged as strengths and opportunities while identifying weaknesses and threats that could hinder the sustainability of their business. In Bengkulu, particularly in Kepahiang Regency, challenges such as farmers' limited ability to seize market opportunities, manage risks, and innovate are evident, as shown in previous research indicating that several indicators of entrepreneurial competence fall within the medium to low levels. Moreover, opportunities such as the region's natural resource potential and the growing global demand for coffee remain underutilized. Therefore, analyzing

internal and external factors is necessary to identify the causes of the low entrepreneurial competence among coffee farmers in the region, enabling the formulation of appropriate strategies to enhance their abilities. Improving these competencies will strengthen farmers' competitiveness and ensure the sustainability of the coffee industry as a key sector supporting regional development.

Previous research has focused on market and natural resource aspects but has not given enough attention to practical strategies that coffee farmers can use to enhance their entrepreneurial competencies. This study aims to fill these gaps and provide more targeted solutions to improve entrepreneurial competencies among coffee farmers.

RESEARCH METHOD

This study will be conducted in Kepahiang Regency, Bengkulu Province. It has been purposefully selected as the research location due to its status as the region with the largest coffee plantation area in Bengkulu Province. The plantations span 24,738.50 hectares and contribute significantly to coffee production (BPS, 2019).

Method of Determining Respondents

According to Sugiyono (2011), a sample is defined as a subset of the population that possesses specific characteristics. It is essential that the sample accurately represents the population from which it is drawn. The sample size refers to the number of individuals selected from the population. As stated by Arikunto (2012), if the total population consists of fewer than 100 individuals, it is advisable to study the entire population. Conversely, selecting between 10% and 30% for the sample is generally acceptable for larger populations. Validity and reliability tests were conducted to determine whether the questionnaire instrument was valid. The technique used was Cronbach Alpha correlation Sugiyono (2011). In the context of coffee farmers in Kepahiang Regency, the relatively homogeneous population characteristics, such as commodity type, production purpose, and geographic location, support the study's validity even with a sample size of only 10%. The total population is 4957 people, so from this data, the sample size is obtained as follows: $n = 4957 (10\%) = 496$ coffee farmer respondents. The sample size of 496 respondents exceeds the minimum required based on the Krejcie and Morgan table, which specifies 357 for a population of 5000 at a 95% confidence level with a $\pm 5\%$ margin of error, making it reliable for generalization.

Method of Collecting Data

The data gathered in this study comprises both primary and secondary data. Primary data is collected through surveys that include in-depth interviews facilitated by a prepared questionnaire. This questionnaire was developed by the research team and validated by a panel of experts. The instrument testing process involved several key stages to ensure validity and reliability. It began with expert validation, where specialists in entrepreneurship, agriculture, and research methodology reviewed the survey items for clarity, relevance, and accuracy. A pilot test was then conducted on a small sample resembling the target population to identify potential issues with item comprehension. Based on feedback from experts and pilot testing, revisions were made to refine the instrument. The items were further aligned with the SWOT framework to ensure relevance to the research focus and avoid overlaps between categories. Finally, a pre-test was conducted on a limited group of respondents to confirm the instrument's applicability before full-scale implementation. These steps were taken to guarantee that the survey instrument was robust and capable of generating accurate data for the study. In addition, the necessary secondary data is sourced from relevant institutions and agencies related to this research, such as the Department of Agriculture, BPP (Agricultural Extension Center), and BPS (Central Statistics Agency).

The data analysis method employed in this research involves both descriptive and quantitative approaches. The strategy formulation process is conducted in two phases: the input phase, which analyzes internal and external factors, and the matching phase, which involves SWOT analysis. The input stage is entering factors that influence a business, including internal factor analysis and external factor analysis using the EFE and IFE matrices (Harlan et al., (2021), Puyt et al., (2023), and Teoli et al., (2023)).

Internal and External Factors

Internal factor analysis aims to identify factor-key internal factors that become strengths and weaknesses in implementing policies. The IFE matrix analyses internal factors, classifying them into strengths and weaknesses. External factor analysis aims to identify key internal factors that become opportunities and threats in policy implementation. The EFE matrix analyses external factors, classifying them into opportunities and threats.

IFE Matrix Form (Internal Factor Evaluation)

The Internal Factor Evaluation (IFE) Matrix is a tool used in SWOT analysis to evaluate internal factors affecting a company's performance, focusing on its strengths and weaknesses. This matrix helps identify areas that need improvement and strengths that can be further leveraged. The primary benefit

of the IFE is assisting companies in assessing internal factors that contribute to success or failure, such as management, resources, technology, organizational culture, and operational processes. Additionally, the IFE enables companies to determine strategic priorities by identifying the most critical internal factors (Rasoki et al., 2022; Hakim, 2020; Haryono et al., 2017; Nieuwoudt et al., 2017; Suryana & Burhanuddin, 2021).

The IFE process involves several steps, including evaluating internal factors by assigning a weight (0-1) based on their importance and a score (1-4) based on how well the company manages each factor. The total score is calculated to determine the extent to which the company effectively manages its internal factors. The IFE also serves as a foundation for strategy development, providing the necessary insights to formulate more effective strategies. With a well-conducted IFE analysis, companies can leverage existing strengths, address weaknesses, and design strategies that enhance competitiveness and support long-term sustainability (Rasoki et al., 2022; Hakim, 2020; Haryono et al., 2017; Nieuwoudt et al., 2017; Suryana & Burhanuddin, 2021).

Table 3. Internal Factor Evaluation

Internal Strategy Factors	Weight	Rating	Score (Weight x Rating)
Strength			
1.			
2.			
Etc.			
Weakness			
1.			
2.			
Etc.			
Total			

Source: David (2004)

EFE Matrix Form (External Factor Evaluation)

EFE (External Factor Evaluation) Matrix is a tool used in SWOT analysis to evaluate external factors that impact a company's performance, such as opportunities and threats from the outside environment. This matrix focuses on external factors such as market trends, technological changes, government policies, and economic conditions that can affect the success or failure of a company. EFE helps companies understand external dynamics that can influence strategic decisions and provides insights for responding to market changes or anticipating potential threats that may harm the company. In its process, EFE involves identifying relevant external factors, assigning weights (0-1) based on the importance of each factor to the company's success, and evaluating how well

the company responds to these external factors (scores of 1-4). The total score is calculated to determine how well the company can leverage opportunities and manage threats from the external environment. With a practical EFE analysis, companies can develop better strategies to capitalize on existing opportunities, reduce potential risks, and adapt to changes in the external conditions that affect their performance (Source: Rasoki et al., 2022; Hakim, 2020; Haryono et al., 2017; Nieuwoudt et al., 2017; Suryana & Burhanuddin, 2021).

Table 4. External Factor Evaluation

Internal Strategy Factors	Weight	Rating	Score (Weight x Rating)
Strength			
1.			
2.			
Etc.			
Weakness			
1.			
2.			
Etc.			
Total			

Source: David, 2004

Internal Factors

Table 5. Internal Factors

Function	Information
FI1	Skilled in technical coffee cultivation
FI2	Ability to make and take decisions
FI3	Ability to organize other people
FI4	Ability to manage marketing and finance
FI5	Dare to take risks
FI6	Ability to create and innovate
FI7	Future-oriented
FI8	Ability to seize opportunities
FI9	Ability to manage personal
FI10	Leadership ability
FI11	Communication skills

Source: Rasoki et al. (2022); Hakim (2020); Haryono et al. (2017); Nieuwoudt et al. (2017); Suryana & Burhanuddin (2021)

Table 6. External Factors

Factors Function	Information
FE1	The potential availability of resources nature that support coffee farmer entrepreneurship.
FE2	There is a demand for superior products.
FE3	There are central government regulations that provide convenience (incentives) for entrepreneurs.
FE4	There is easy access to banking for micro business actors
FE5	A diversity of micro-business products spread out.
FE6	There is a global market
FE7	Readiness of business actors' human resources in facing the global market
FE8	Determination of product quality standards for micro and small businesses;
FE9	Dependence on imported raw materials

Source: Rasoki et al. (2022); Hakim (2020); Haryono et al. (2017); Nieuwoudt et al. (2017); Suryana & Burhanuddin (2021)

Matriks SPACE

The matrix is a four-point framework that indicates whether an aggressive, conservative, defensive, or competitive strategy is most appropriate for a particular organization. These four factors are the most important determinants of an organization's overall strategic position, and various variables can be mapped to each of the dimensions shown in the SPACE matrix axes.

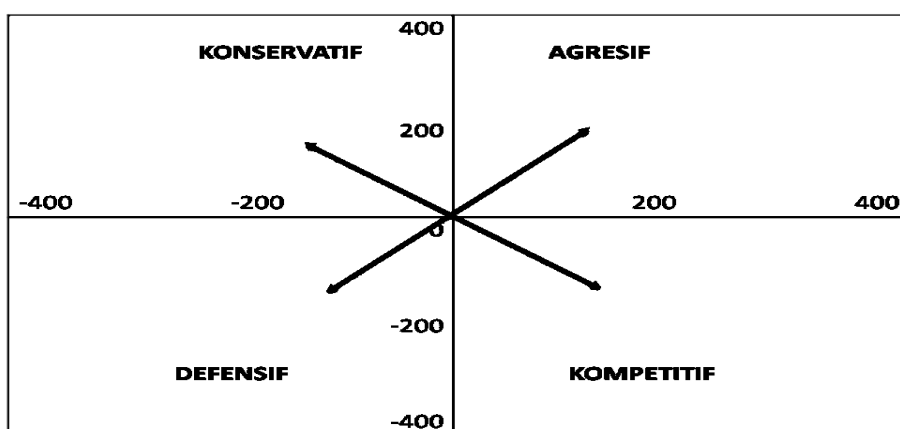


Figure 1.
SPACE matrix.

RESULT AND DISCUSSION

Respondent Characteristics

The characteristics of the respondents in this study will include their age, farming experience, number of family members, and land area. This information aims to assess the distribution of data and the diversity among farmers concerning their entrepreneurial competencies. The age categories defined by the Ministry of Health are as follows: 1) Toddler Age: 0–5 Years; 2) Childhood: 5–11 Years; 3) Early Adolescence: 12–16 Years; 4) Late Adolescence: 17–25 Years; 5) Early Adulthood: 26–35 Years; 6) Late Adulthood: 36–45 Years; 7) Early Old Age: 46–55 Years; 8) Late Old Age: 56–65 Years; and 9) Old Age: over 65 Years (Hakim, 2020). Understanding these age categories is crucial for analyzing the demographic profile of coffee farmers in Kepahiang Regency, as age can significantly influence farming practices, decision-making, and the adoption of new agricultural technologies. Each age group may have different experience levels, knowledge, and adaptability, affecting their productivity and business acumen.

Characteristics of Respondents Based on Age

Age is often a determining factor in the success of business actors. Several studies have shown that age is a potential factor influencing entrepreneurship (Hisrich, (1990), Gielnik et al., (2012), and DeTienne & Cardon, (2012)). Therefore, it is very important to understand this variable. Characteristics of respondents based on age are presented in Table 7.

Table 7. Characteristics of Respondents Based on Age

No	Age	Sum of People	Percentage (%)
1	17 – 25	26	5.24
2	26 – 35	222	44.75
3	36 – 45	160	32.25
4	46 – 55	64	12.90
5	56 – 65	22	4.43
6	>65	2	0.40
Total		496	100.00

Respondents in the late teenage category (ages 17 to 25) represent 5.24%. Those in the early adulthood age group (ages 26 to 35) account for 222 respondents, or 44.75%. Additionally, 160 respondents fall into the late adulthood category (ages 36 to 45), making up 32.25%, while 64 individuals are in the early old age group (ages 46 to 55), corresponding to 12.90%. Lastly, two respondents are classified as elderly. The largest segment of respondents, those

aged 26 to 35, totals 222 individuals, constituting 44.75% of the sample. This early adulthood phase is characterized by stability as individuals in this age group start to gain clarity regarding their life direction, recognize their goals, and establish firm beliefs based on well-defined principles (Lerner, 2020). Farmers in the productive age range tend to perform better and operate more efficiently than those in the unproductive age groups (Gusti et al., 2022). Furthermore, Sumekar et al. (2021) emphasized that individuals in their productive years typically possess the necessary skills and energy, which allows them to grasp and adopt new information and technologies quickly.

Characteristics of Respondents Based on Formal Education

Below is the distribution of respondents based on the formal education of coffee farmers in the Kepahiang Regency.

Table 8. Characteristics of Respondents Based on Formal Education

No	Education	Sum of People	Percentage (%)
1	Not Completed in Primary School	81	16.33
2	Finished Elementary School	120	24.19
3	Junior High School	101	20.36
4	High School	163	32.86
5	Academy/College	31	6.25
Total		496	100.00

Based on Table 8, it can be seen that the formal education obtained by most respondents was only up to high school level, with as many as 163 farmers with a percentage of 32.86%. Respondents with tertiary education were 31 farmers, with a percentage of 6.25%; respondents who had completed elementary school were 120 farmers, 24.19%; respondents who had not completed elementary school were 81 farmers, 16.33%. This explains that most respondents have a reasonably high level of education, exceeding the government's minimum education recommendation of up to 9 years of compulsory education. Education can have a significant influence on a person's mindset. Farmers with a high educational background will tend to think more advanced than farmers with a low educational background (Gusti et al., 2022).

Characteristics of Respondents Based on Number of Family Dependents

Below is the distribution of respondents based on the number of dependents of coffee farming families in the Kepahiang Regency.

Table 9. Characteristics of Respondents Based on Number of Family Dependents

No	The number of dependents	Number of people)	Percentage
1	One Family Member	15	3.02
2	Two Family Members	34	6.85
3	Three Family Members	161	32.45
4	Four Family Members	162	32.66
5	Five Family Members	74	14.91
6	Six Family Members	29	5.84
7	Seven Family Members	21	4.23
Total		496	100.00

Based on Table 9., it can be seen that the majority of respondents' family dependents, namely four family members, totalled 162 people with a percentage of 32.66%, followed by the number of dependents of three family members and five family members, namely 32.45% and 14.91%. The average number of family dependents is at least one family member, namely 15. The more family members there are, the more motivated farmers will be in their farming business. Family members will help with farming activities (Amir, 2018).

Characteristics of Respondents Based on Land Area

Below is the distribution of respondents based on the land area of coffee farmers in the Kepahiang Regency.

Table 10. Characteristics of Respondents Based on Land Size

No	Land Area Category (Ha)	Area (Ha)	Percentage (%)
1	0 – 1	359	72.37
2	1.1 – 2	82	16.53
3	2.1 – 3	9	1.81
4	3.1 – 4	20	4.03
5	4.1 – 5	12	2.41
6	>5	14	2.82
Amount		496	100.00

Based on the Table 10., it can be seen that the majority of farmers have land areas in the range of 0 – 1 hectare, as many as 359 farmers or 72.37%. The highest average in the 1.1 – 2 hectare area category was 82 people or 16.53%. And 2.41% or 12 farmers have an area of 4.1 to 5 Ha and 14 farmers or 2.82% also have an area of more than 5 Ha. The size of a farmer's land will influence whether a farming business is efficient or not, because it is closely related to the costs

incurred and the production received. The area of land increases and the production costs incurred are not balanced with the production obtained. On relatively narrow farms, even though appropriate innovations are used, they produce relatively extensive production. This is what causes the tendency of farmers to prioritize farming to meet their daily needs, making it difficult to implement new innovations, because the land does not allow it (Amir, 2018; Agustin, et al; 2020).

Entrepreneurship Competency Forms of Coffee Farmers

Internal Factors of Entrepreneurial Competence

Internal Factors of the Entrepreneurial Competence of Coffee Farmers in Kepahiang Regency are their skills in technical coffee cultivation, ability to make decisions, ability to organize other people, ability to manage marketing and finances, courage to take risks, ability to be creative and innovative, orientation towards the future, ability to seize opportunities, personal management skills, leadership skills, and communication skills. After calculating the weight and rating, strengths and weaknesses were obtained.

Table 11. Strength of Entrepreneurial Competency of Coffee Farmers in Kepahiang Regency

	Strength	Rating	Weight	R*W
FI4	Ability to manage marketing and finance	3.53	0.10	0.35
FI9	Ability to manage personal	3.57	0.10	0.36
FI10	Leadership ability	3.65	0.08	0.31
FI11	Communication skills	3.65	0.10	0.37
Total Power				1.38

The scores assigned to specific strengths in the study reflect the unique socio-economic conditions of the Kepahiang Regency and are supported by previous research findings. The strength scores are influenced by factors such as the region's economic structure, access to resources, and cultural practices that shape the competencies of coffee farmers.

Ability to Manage Marketing and Finance

Managing marketing and finance is a key strength for coffee farmers in Kepahiang for two reasons: increased awareness of the importance of these skills and support from the local socio-economic environment. Coffee farmers in Kepahiang increasingly know that effective marketing and sound financial management are crucial for enhancing product visibility and optimizing production costs. This awareness is driven by the growing competition in the

coffee market and the need to stand out among other producers. Additionally, support from local institutions, such as training and mentoring programs, has provided farmers with the knowledge and skills needed to manage marketing and finance more effectively. The presence of cooperatives also plays a significant role in strengthening this capability by providing a platform for sharing resources and knowledge and facilitating access to broader markets.

Personal Management Ability

Personal management ability is a strength due to the inherent demands of coffee farming, which require high discipline, good time management, and adaptability. In Kepahiang, farmers often have to juggle various roles and responsibilities, such as managing land, overseeing the harvest process, and handling logistics. This situation forces farmers to develop strong personal management skills to operate efficiently and effectively. Moreover, participation in training programs focused on personal development and stress management helps farmers focus on their long-term goals and adapt to market changes. This is crucial as it enables farmers to sustain productivity and quality of their harvests despite facing challenges.

Leadership Ability

Leadership ability is a strength for coffee farmers in Kepahiang due to their active involvement in farmer groups and cooperatives. These collaborative environments provide opportunities for farmers to hone leadership skills, such as team coordination and strategic decision-making. In Kepahiang's culture, which emphasizes community cooperation and responsibility, farmers are encouraged to take on leadership roles in collective projects to improve coffee quality and success. Strong leadership skills enable farmers to lead initiatives that raise production standards and open new market opportunities, enhancing their competitiveness in the global market.

Communication Skills

Good communication skills are important as they facilitate effective interactions with various stakeholders, including buyers, suppliers, and community members. In Kepahiang, the socio-economic landscape encourages frequent and open communication, which helps farmers build strong networks and share vital information about cultivation techniques and market trends. Sugandi and Suhaeni (2019) highlight that effective communication is essential for marketing products and exchanging knowledge. The collaborative nature of cooperatives further supports the development of communication skills by enabling farmers to resolve conflicts and work together towards shared objectives. This is crucial for ensuring farmers adapt to market changes and maintain good relationships with their business partners.

In designing a strategy for developing coffee entrepreneurship competencies, business actors must recognize and utilize these strengths to develop sustainable and prosperous business plans (Suryana & Burhanuddin, 2021). Additionally, addressing or mitigating potential weaknesses and leveraging existing opportunities while avoiding threats will strengthen the position of coffee business actors in developing their businesses in Kepahiang Regency. These strengths are important to address the following weaknesses in the table.

Table 12. Weaknesses in Entrepreneurial Competency of Coffee Farmers in Kepahiang Regency

	Weakness	Rating	Weight	R*W
FI1	Weak Skills in coffee cultivation techniques	2.54	0.08	0.20
FI2	Ability to make and take decisions	2.88	0.08	0.22
FI3	Ability to organize other people	2.54	0.07	0.19
FI5	Dare to take risks	2.39	0.10	0.23
FI6	Ability to create and innovate	2.63	0.10	0.25
FI7	Future-oriented	2.73	0.10	0.26
FI8	Ability to seize opportunities	2.55	0.10	0.25
Total Weakness				1.60
Difference				-0.22

Weak Skills in Coffee Cultivation Techniques

Weak skills in coffee cultivation techniques are a significant weakness for coffee farmers in Kepahiang. The low score reflects farmers' challenges in adopting modern and efficient cultivation techniques. Many farmers still rely on traditional methods passed down through generations, which, while effective in the past, may not always be optimal for improving yields or coffee quality in today's era. This can be attributed to limited access to training or new technologies in coffee farming. In the field, these limitations result in suboptimal quality and productivity of the harvest, affecting their competitiveness in an increasingly competitive market. Farmers need better access to training and the latest technologies to address this weakness. Local governments and related institutions can organize regular training programs focusing on modern and efficient cultivation techniques. Additionally, partnerships with universities or research institutions can help transfer the latest technology and knowledge to farmers.

Ability to Make and Take Decisions

A weak ability to make and take decisions is also a significant weakness. The low score indicates that farmers may struggle with strategic decision-making, especially when faced with market changes and new opportunities. This weakness can arise from a lack of experience or sufficient information to make sound decisions, particularly regarding farm management, marketing, or finance. In the field, the uncertainty of coffee prices, weather changes, and limited market information can make farmers hesitant to make large or high-risk decisions, such as product diversification or changing cultivation methods. To address this weakness, enhancing farmers' access to market information and decision-making training is important. Organizing workshops and seminars involving experts in agribusiness and marketing can help farmers understand market dynamics and effective decision-making strategies.

Ability to Organize Others

A low ability to organize others can affect efficiency and productivity in coffee business operations. Kepahiang's farming model is still individualistic, making farmers less accustomed to working in groups or cooperatives. This challenge is exacerbated by limited experience in group management or leadership skills. In the field, the lack of knowledge in managing human resources and building effective collaboration may hinder the development of organizational skills among coffee farmers. To address this weakness, group management and leadership training can be organized for farmers. Encouraging the formation of more active cooperatives or farmer groups can help farmers learn to collaborate, share responsibilities, and improve operational efficiency.

Dare to Take Risks

A lack of courage to take risks can result in missed coffee business opportunities. The low score indicates that farmers may be reluctant to take risks due to fear of financial loss or high uncertainty. Coffee farmers in Kepahiang are often vulnerable due to extreme weather conditions, fluctuating coffee prices, and the risk of crop failure. In the field, they may avoid decisions involving high risks, such as investing in new technologies or marketing to international markets, as they prioritize the sustainability of their business and maintaining stable family income. To address this weakness, farmers need education and training in risk management. This can include how to conduct risk analysis and effective mitigation strategies. Additionally, the government and financial institutions can provide agricultural insurance schemes or financial support to reduce the risk burden faced by farmers.

Ability to Create and Innovate

A low ability to create and innovate is an important factor hindering the development of coffee entrepreneurship competencies. The low score indicates that farmers may be less motivated to try new techniques or products that could improve the quality or competitiveness of their coffee. This may stem from a lack of expertise and experience in accessing the latest information or technologies that could support innovation. Farmers' focus on traditional farming methods may leave them behind competitors and fail to capture developing market trends. Farmers need to be encouraged to participate in innovation and product development training to address this weakness. Providing access to information about market trends and new technologies can motivate farmers to innovate. Collaboration with research and development centres can also provide the resources and support needed.

Future Oriented and Ability to Capture Opportunities

The weaknesses of being future-oriented and the ability to seize opportunities can hamper the development of the coffee business in Kepahiang Regency. The low score indicates that farmers may focus more on short-term needs and challenges, such as daily living requirements or maintaining coffee production amid unpredictable weather conditions. Their reliance on a present-focused mindset can hinder them from planning for the future, such as developing long-term business strategies, diversifying products, or expanding into new markets. To address this weakness, it is important to provide training and education on long-term planning and business strategies. Helping farmers identify market opportunities and develop sustainable business plans will be highly beneficial. Additionally, conducting future planning sessions involving experts can help farmers see potential and plan strategic steps.

External Factors of Entrepreneurial Competence

The Internal Factor of Entrepreneurial Competence of Coffee Farmers in Kepahiang Regency is the availability of potential resources nature that support coffee farmer entrepreneurship, their demand for superior products, there are central government regulations that provide convenience (incentives) for entrepreneurs, their easy access to banking for micro business actors, there is a diversity of micro business products spread out, there is a global market, readiness of human resources of business actors in facing the global market, setting quality standards for micro and small business products, dependence on imported raw materials. After calculating the weights and ratings, the opportunities and threats are as follows.

Table 13. Entrepreneurial Competency Opportunities for Coffee Farmers in The Kepahiang Regency

	Opportunity	Rating	Weight	R*W
FE1	Potential availability resources nature that support coffee farmer entrepreneurship.	3.82	0.12	0.44
FE2	There is a demand for superior products.	3.54	0.10	0.37
FE4	There is easy access to banking for micro business actors	3.65	0.12	0.44
FE5	A diversity of micro business products spread out.	3.88	0.10	0.37
FE9	No dependence on imported raw materials	3.33	0.11	0.37
Total Power				1.99

Potential Availability Resource Nature that Supports Coffee Farmer Entrepreneurship

The potential availability of natural resources presents a significant opportunity for entrepreneurial farmers in Kepahiang Regency. The region's fertile soil and favourable climatic conditions are ideal for coffee cultivation, enabling the production of high-quality coffee. By optimizing these natural resources, coffee farmers can increase their yields and create superior products that attract market interest. As highlighted by Mayasari et al. (2022), leveraging local environmental conditions is crucial for enhancing agricultural productivity and competitiveness. Kepahiang's geographic and climatic advantages provide a strong foundation for coffee business development, allowing farmers to capitalize on these strengths to improve product quality and market reach. Farmers in the field benefit from the land's natural fertility and the consistent climate, which reduces the need for extensive artificial inputs. This situation is supported by previous studies, such as those by Suryana & Burhanuddin (2021), which emphasize the role of natural resources in boosting agricultural output and sustainability.

There is Demand for Superior Products

The demand for superior coffee products presents a crucial opportunity for coffee farmers and entrepreneurs. With the growing consumer interest in speciality coffee varieties that offer unique quality and taste, farmers can develop niche products that command higher prices. This demand is driven by local and international markets seeking premium coffee with distinct flavour profiles. Haryono et al. (2017) noted that the speciality coffee market is expanding rapidly,

offering significant potential for increased income and market expansion. For coffee farmers in Kepahiang, meeting this demand can lead to greater profitability and a more substantial market presence. This demand is evident in the increasing inquiries and orders from local and international buyers, encouraging farmers to focus on quality improvement. Historical data from previous research indicates that regions with a strong focus on quality often experience better market integration and profitability (Mayasari et al., 2022).

There is Easy Access to Banking for Micro Business Actors

Easy access to banking services for micro-business actors, including coffee farmers, is a valuable opportunity for securing the capital needed to enhance production, infrastructure, and technology. Financial institutions in Kepahiang offer loan products tailored to support micro and small businesses with favourable terms and low interest rates. This access to capital enables farmers to invest in new equipment, improve product quality, and expand their operations sustainably. Mayasari et al. (2022) emphasize that access to financial services is a critical factor in the growth and sustainability of small enterprises. With this financial support, coffee farmers can scale their businesses and increase their competitiveness. In practice, the availability of financial products has allowed many farmers to modernize their operations, reflecting trends noted in previous studies that link financial access with business growth and resilience (Suryana & Burhanuddin, 2021).

The Existence of Diversity in Micro Business Products Available

The diversity of micro-business products, including various coffee varieties and processing methods, allows coffee farmer entrepreneurs to develop unique offerings that differentiate them from competitors. Farmers can attract market interest and expand their market share by creating distinctive products. In addition to coffee, the region's agricultural diversity allows farmers to explore complementary products such as spices and vegetables, enhancing business diversification. This approach reduces dependency on a single product and opens access to broader markets, increasing income opportunities. Haryono et al. (2017) highlight the benefits of product diversification in mitigating risks and enhancing market resilience. Farmers in Kepahiang often engage in polyculture systems, which not only diversify their income streams but also improve soil health and reduce pest pressure. These findings align with those from previous research on the benefits of agricultural diversification (Mayasari et al., 2022).

No Dependence on Imported Raw Materials

The reliance on local raw materials offers several advantages for coffee farmers. Farmers can reduce operational costs and avoid the risks associated with import fluctuations by using local inputs such as coffee seedlings and

agricultural materials. The ability to rely on local resources enhances business independence and stability, shielding farmers from global price volatility and supply disruptions. This independence is a significant competitive advantage, allowing farmers to maintain consistent production and quality standards. Suryana & Burhanuddin (2021) as well as Erfanian et al., (2024) emphasize the importance of local resource utilization in strengthening agricultural supply chains and reducing costs.

Field observations show that farmers who utilize local resources effectively can better manage costs and maintain production levels, a trend supported by previous studies highlighting the resilience of locally-sourced supply chains (Haryono et al., 2017). These opportunities serve as ammunition to counter external threats, such as the lack of central government regulations providing incentives for entrepreneurs, challenges posed by the global market, the readiness of human resources to face global competition, and the establishment of product quality standards for micro and small businesses. By leveraging these opportunities, coffee farmers in Kepahiang can enhance their resilience and competitiveness in the evolving market landscape.

Table 14. Threats to Entrepreneurial Competence of Coffee Farmers

	Threat	Rating	Weight	R*W
FE3	No central government regulations that provide convenience (incentives) for entrepreneurs.	2.54	0.12	0.30
FE6	There is a global market	2.34	0.11	0.25
FE7	Readiness of business actors' human resources in facing the global market	2.35	0.11	0.26
FE8	Determination of product quality standards for micro and small businesses	2.31	0.12	0.27
Total Weakness				1.08
Difference				0.90

Based on Table 14, the following is an explanation of the threats in the SWOT analysis related to the research theme "Strategy for Developing Coffee Entrepreneurship Competencies in the Kepahiang District," with a focus on coffee farmer business actors.

Unavailability of Central Government Regulations that Provide Facilities (Incentives) for Entrepreneurs

This threat means that coffee farmers may not receive support or incentives from the central government through policies or regulations that facilitate access to capital, tax reductions, or other assistance that can increase business competitiveness. Without this incentive, the coffee business in the Kepahiang

Regency may have difficulty developing its entrepreneurial competencies and competing in the market.

Existence of a Global Market

Although the global market can be an opportunity for business expansion, it is also a threat for coffee farmers who lack sufficient competitiveness. Competitive global markets can lead to price pressures and intense competition, requiring coffee farmers to improve quality and efficiency to remain relevant in the international market.

Readiness of Business Actors' Human Resources in Facing the Global Market

Successful expansion into global markets requires adequate human resource readiness. This threat refers to the possibility that coffee farmer entrepreneurs may not have sufficient knowledge, skills or capacity to operate in a complex and diverse global market (Suryana & Burhanuddin, 2021). This lack of readiness can hinder coffee businesses from competing in international markets.

Determination of Quality Standards for Micro and Small Business Products

Setting quality standards for micro and small business products can be a threat if coffee farmers do not meet the quality requirements set. If their coffee products do not meet established standards, this may lead to product rejection, a decrease in reputation, or difficulty entering specific markets.

SWOT Matrix and Strategy for Improving Entrepreneurial Competence

Until the matrix is obtained, the difference results between SW and OT will be obtained from the rating and weight calculations.

Table 15. SWOT Matrix of Entrepreneurial Competency for Coffee Farmers in Kepahiang Regency.

SWOT	Mark	Difference
Strength (S)	1.38	-0.22
Weakness (W)	1.60	
Chance (O)	1.99	0.90
Threat (T)	1.08	

Table 15. shows that a negative value was obtained for the internal factors. On the other hand, positive values were obtained for external factors. So, the following graph is obtained.

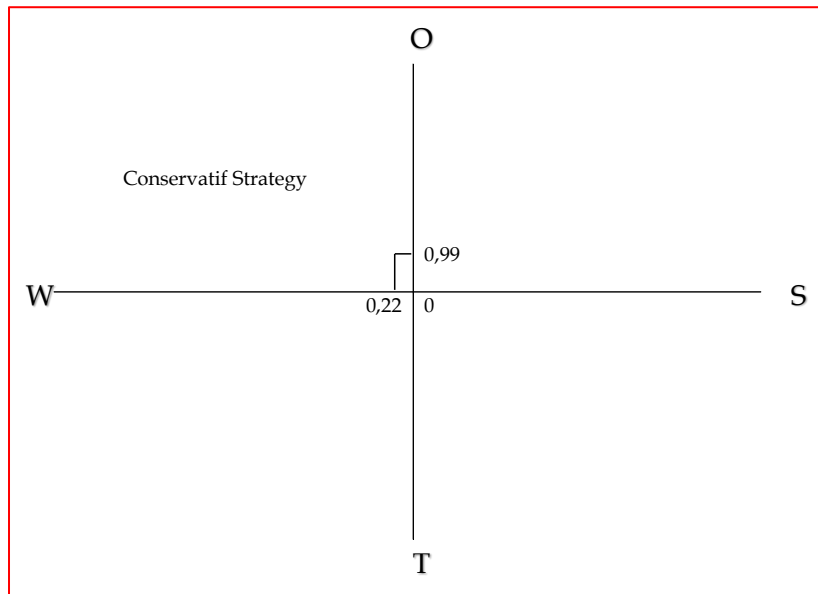


Figure 2.

Space Matrix Coffee Entrepreneurship Competency Development Strategy

Note: S : Strengths, W : Weaknesses, O : Opportunities, T : Threats

Some steps that can be taken are:

1. Lobbying and Advocacy: Coffee farmer entrepreneurs can collaborate and advocate to ask the central government to provide incentives and support for the local coffee industry.
2. Improved Quality and Efficiency: Improving product quality and production process efficiency is a way to compete in the competitive global market.
3. Training and Upgrading Human Resources: Empowering human resources with appropriate training and education to face the global market is an important step in overcoming this threat.
4. Implementation of a Quality and Certification System: Coffee farmer entrepreneurs can strive to meet product quality standards and obtain internationally recognized certification.

5. By facing threats and adopting the right strategies, coffee farmers in the Kepahiang Regency can improve their entrepreneurial competencies and succeed in facing global challenges.

The following is the strategy formulation based on the SWOT analysis provided and its relation to the research theme "Strategy for Developing Coffee Entrepreneurship Competencies in the District Kepahiang, Indonesia" with a focus on coffee farmers and entrepreneurs.

SO (Strengths-Opportunities) - Potential Maximization Strategy

Leverage internal strengths to take advantage of external opportunities. In the context of this research, this strategy focuses on using internal capabilities to take advantage of existing external opportunities. Strategy 1: Increase promotion and marketing of local coffee products (strength) to meet demand for superior products in local and international markets (opportunity). Strategy 2: Optimizing easy access to banking (strength) to support the expansion and modernization of coffee farmer micro-enterprises (opportunity).

WO (Weaknesses-Opportunities) - Self Development Strategy

Overcome internal weaknesses to take advantage of external opportunities. This strategy aims to overcome internal weaknesses that can hinder the utilization of existing opportunities. Strategy 3: Improving technical training and education in coffee cultivation (weaknesses) to utilize the potential of natural resources that support coffee farmer entrepreneurship (opportunities) (Mayasari et al., 2022). Strategy 4: Improving decision-making abilities and creativity (weaknesses) to deal with the diversity of scattered micro-enterprise products (opportunities).

ST (Strengths-Threats) - Positive Defense Strategy

Leverage internal strengths to overcome external threats. This strategy focuses on using internal strengths to reduce the impact of existing external threats so that obtained strategies 5 and 6. Strategy 5: Improve communication and leadership skills (strength) to face challenges from the competitive global market (threats) (Suryana & Burhanuddin, 2021). Strategy 6: Forming collaboration and networks with relevant stakeholders to improve coffee product quality standards (strength) in response to establishing product quality standards for micro and small businesses (threat).

WT (Weaknesses-Threats) - Defensive and Risk Avoidance Strategy

Address internal weaknesses to reduce the impact of external threats. This strategy aims to avoid risks by reducing internal weaknesses that can worsen the impact of threats so that obtained strategies 7 and 8. Strategy 7: Optimizing

human resources and adopting training to face global markets (weaknesses) as a response to the readiness of human resources to face global markets (threats) (Haryono et al., 2017). Strategy 8: Increasing innovation capabilities (weaknesses) in response to the absence of central government regulations that provide convenience for entrepreneurs (threat) (Sugandi & Suhaeni, 2019).

So, from the conclusion of the matrix, coffee farmer entrepreneurs need to adopt the right entrepreneurial competency development strategy, namely a conservative strategy. A conservative strategy is an approach that focuses on minimizing risk and maintaining stability in the face of existing internal and external factors by taking advantage of existing opportunities and minimizing weaknesses. So that strategy applied is a WO (Weaknesses-Opportunities) strategy - Self-Development Strategy: Overcoming internal weaknesses to take advantage of external opportunities. This strategy aims to overcome internal weaknesses that can hinder the utilization of existing opportunities, namely by Improving technical training and education in coffee cultivation (weaknesses) to utilize the potential of natural resources that support coffee farmer entrepreneurship (opportunities) and improving decision-making abilities and creativity (weaknesses) to deal with the diversity of micro-enterprise products that are scattered (opportunities) (Hendrawan et al., 2023; Novrianda et al., 2024).

CONCLUSION AND SUGGESTION

Conclusion

The conclusion from the matrix indicates that coffee farmers, as coffee entrepreneurs, need to adopt the appropriate entrepreneurial competency development strategy, namely a conservative strategy. A conservative strategy focuses on minimizing risks and maintaining stability under existing internal and external factors. The implemented strategy is the WO (Weaknesses-Opportunities) strategy, which aims to address internal weaknesses that hinder the utilization of available opportunities by improving technical training and education in coffee cultivation (weakness) to leverage the natural resource potential that supports coffee farmers' entrepreneurship (opportunity) and enhancing decision-making abilities and creativity (weakness) to manage the diversity of scattered micro-enterprise products (opportunity). The conservative strategy was chosen because coffee farmers in Bengkulu, especially in Kepahiang Regency, face significant internal weaknesses, such as a lack of technical education and deep managerial skills. On the other hand, there are substantial opportunities, such as abundant natural resources and potential coffee product diversification in the market. The WO strategy bridges these weaknesses with the available opportunities, ensuring coffee farmers can optimize opportunities without taking significant risks. Moreover, this approach is relevant because the

coffee farming sector faces challenges maintaining stability in the global market competition. A conservative strategy enables farmers to grow gradually but sustainably while minimizing risks that could threaten their business continuity.

Suggestion

The latest recommendation to enhance the effectiveness of the proposed strategy is to consider the scalability of the implemented conservative strategy and acknowledge potential constraints such as resource limitations or cultural barriers. To improve the scalability of the strategy, it is important to ensure that the technical training and education programs implemented are accessible to all coffee farmers in various regions, not just in Kepahiang. This may require additional government or non-governmental organizations' support to provide the necessary resources, such as funding, expertise, and training infrastructure. Acknowledging potential constraints such as resource limitations and cultural barriers is crucial. Resource limitations, such as lack of access to modern technology or capital for investment, can hinder the effective implementation of the strategy. Therefore, seeking creative solutions, such as forming partnerships with the private sector or financial institutions to provide access to capital and technology, can be an important step. Cultural barriers, such as resistance to change or a preference for traditional methods, should also be addressed with a sensitive and inclusive approach. This could include involving community leaders in decision-making and ensuring that training and development programs are tailored to local values and norms. By considering these aspects of scalability and potential constraints, the conservative strategy can be more effective in supporting the development of entrepreneurial competencies among coffee farmers, ensuring sustainable growth and increased competitiveness in the coffee industry.

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