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Analysis of Green Coffee Beans Export Development Strategy through Business Model Canvas: Case Study on CV Malabar

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Abstract

Coffee is a strategic commodity in Indonesia that has great export opportunities, especially green coffee beans. Global demand for specialty coffee has increased along with changes in lifestyle and consumption patterns of the world community. CV Malabar has great potential in m specialty arabica coffee exports. This research examines the business development strategy of green coffee beans exports at CV Malabar, which previously focused on the domestic market. The research method used is a qualitative and quantitative approach with data collection techniques through direct observation, interviews, and documentation. The analysis approach involved Business Model Canvas (BMC), SWOT, and financial feasibility an

alysis. SWOT analysis was used to assess business potential and prospects, while financial feasibility was analyzed through profit and loss projections and R/C ratios.

The results identified that CV Malabar's value proposition is strengthened through the "six- precision" guarantee and product quality certification, complementing the recognized authenticity of Java Preanger single origin coffee. The study recommends key development strategies on key partners, key activities, and key resources such as partnerships with forwarders, SCAA quality certification, and strengthening human resources and infrastructure. In addition, optimization of customer segments, customer relationships, and channels through the addition of international importer segments, digital customer services, and social media/website optimization are also proposed, which are expected to improve operational efficiency and re-energize CV Malabar's export activities independently. The post- development cost structure shows a significant

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increase in operational costs (fixed costs IDR820,496,000/year; variable costs IDR1,147,050,000/year), along with investment in export activities. The projected revenue stream shows a potential increase in net profit to IDR 2,757,917,095.13/year. The export development strategy is considered financially viable and provides a new growth direction for the company.

Keywords: green coffee beans, export, business model canvas, specialty coffee, business strategy

INTRODUCTION

Indonesia is one of the largest coffee producing countries in the world after Brazil, Vietnam and Colombia *(International Coffee Organization* 2021). The coffee commodity not only acts as a source of income for farmers, but also as a contributor to the country's foreign exchange. Data from the Central Statistics Agency (2020) recorded that Indonesia's coffee export volume reached 359.05 thousand tons with a value of US$ 883.12 million. On the other hand, the trend of domestic coffee consumption has increased due to lifestyle shifts, resulting in a decrease in export volume. Based on data from Bank Indonesia's transaction rates in February 2025, the dollar exchange rate against the rupiah has continued to strengthen in the last 10 years with an average increase of 6.78%. In the short term, the exchange rate greatly affects Indonesian coffee exports (Nopriyandi and Haryadi 2017).

The increasing trend of global coffee consumption, driven by modern lifestyles and an increasing interest in high-quality coffee, opens up great opportunities for the development of Indonesia's coffee export market. Based on data from the International Coffee Organization (2025), global coffee demand continues to grow with an average increase in consumption of 2- 3% each year. This increase in consumption is accompanied by the trend of world coffee prices rising to a record high in the last 12 years, signaling a great opportunity for exports.

Indonesia's coffee exports reach five continents with Europe as the main share. In 2019, Indonesia's top five coffee importing countries were the United States (58.67 thousand tons or 16.34% of the total export volume with a value of US$ 253.87 million), Malaysia, Italy, Egypt, and Japan. Based on the 2007 International Coffee Agreement, various forms of coffee are traded internationally, including *green coffee beans* and *roasted beans.*

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CV Malabar is an arabica coffee business located in Bandung Regency, West Java. This region is included in the geographical indication area "Java Preanger" which has advantages in terms of coffee quality and taste. CV Malabar has experience in supplying *green coffee beans* for export, but since 2017 export activities have stopped because the market focus has shifted to domestic. In fact, the potential for export market development remains wide open, especially to countries such as Australia, the United States, Italy and Japan.

CV Malabar's current operational strategy includes the production of coffee seeds and seedlings, as well as the distribution of *green coffee beans* to *roastery houses*, coffee shops, and the hospitality/restaurant sector. With the ever-changing external dynamics, particularly the increase in global coffee consumption and shifting consumer lifestyles, the existing strategy is considered less than optimal to drive CV Malabar's growth and development.

One of the solutions identified to manage the oversupply is through the expansion of export markets. CV Malabar has relevant experience in the supply of raw coffee bean raw materials for export purposes. However, to ensure the recognition of product quality in the international arena, formal proof in the form of certification is required**.** Therefore, CV Malabar must

formulate a new, more structured and measurable strategy that will be developed by utilizing the *Business Model Canvas* (BMC) framework**,** to facilitate the marketing of its products to the global market. *Business Model Canvas* (BMC) allows companies to map business models in an integrative, comprehensive and simple manner. In addition, the advantage of BMC is that it is easy to change the business model quickly and see the implications of changes in one element on other business elements (Baumassepe 2017).

RESEARCH METHODS

This research uses a descriptive qualitative approach with a case study at CV Malabar, a specialty arabica coffee agribusiness company located in Pangalengan, West Java. The research was conducted in May of 2025. Data were collected through a combination of primary and secondary data.

Primary data was obtained through direct observation, semi-structured interviews with CV Malabar management. Key informants include administrative manager, financial manager, head of plantation division, head of processing division, and distribution partners.

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Secondary data was obtained from internal company documents, financial reports, and related literature including books, scientific articles, data from the Central Statistics Agency (BPS) and international coffee organizations, such as the *International Coffee Organization* and *Specialty Coffee Association of America*, as well as international import-export sites such as Trademap.org.

The analysis was conducted using the *Business Model Canvas* framework: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. In addition, a SWOT (*Strengths, Weaknesses, Opportunities, Threats*) analysis was also conducted to identify the internal potential and external prospects of the company in developing the export market.

RESULTS AND DISCUSSION

Potential and Prospects for Export Development of CV Malabar

Analysis of external-internal factors must result in the existence of *strengths* owned by an organization, as well as knowing the *weaknesses* contained in the organization. Meanwhile, the analysis of external factors must be able to find out the *opportunities* that are open to the organization and can also find out the *threats* experienced by the organization concerned (Aliyah 2018). When combined with the *Business Model Canvas,* SWOT enables a focused assessment and evaluation of the organization's business model and its building blocks (Osterwalder and Pigneur 2017).

CV Malabar is an agribusiness company engaged in the cultivation and processing of arabica coffee, located in Pangalengan, Bandung Regency, West Java. The region is within the Java Preanger Geographical Indication (GI) area, which is known to produce high-quality arabica coffee. Coffee products from CV Malabar have been rated as *high-level specialty coffee* by the *Specialty Coffee Association of* Indonesia (SCAI) since 2014. The company has also implemented *Good Agricultural Practices* (GAP), where the coffee cultivation process is in accordance with predetermined standards, making it a high selling point in the international market.

Historically, CV Malabar was involved in coffee export activities in 2015-2017, but these activities stopped due to legal limitations and the suboptimal export business strategy implemented. During this period, the company focused more on domestic markets such as hotels, coffee shops and restaurants. In fact, the potential demand for *specialty* coffee in the global market, especially in the United States, Italy, Japan, and Malaysia, continues to increase. This opens up a great opportunity for the company to re-

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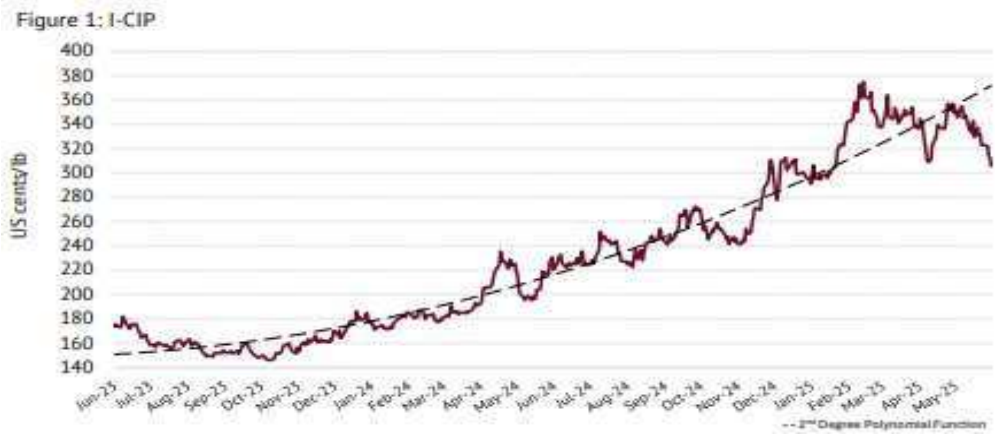
enter the export market directly. For clarity, the main strengths and weaknesses of CV Malabar are shown in Table 1.

Table 1 Strengths and weaknesses of CV Malabar

No	Strength	Weakness
1	Experience in supplying products for export	Experience in supplying products for export
2	Has implemented good agricultural practices	HR skills are not yet qualified to export
3	Geographical indication certificate	Inadequate equipment for the export process
4	Ditjenbun certified as *single origin* Java Preanger	Do not yet have patrners for export

Source: Primary data processed (2025)

In addition to product quality, export prospects are also supported by external factors such as the increasing trend of world coffee consumption, which is growing at an average of 1.02% per year (International Coffee Organization, 2025) and international market prices that tend to rise (Figure 1). However, the increase in domestic consumption causes competition for raw materials to intensify, so companies need to design effective strategies to penetrate the export market again.



Source: *International Coffee Organization* (2025)
Image1. *Composite Indicator Price* (2025)

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Based on Figure 1, the trend of world coffee prices from June 2023 to March 2025 tends to continue to increase. Contrary to this, Indonesia's coffee exports to the world market have actually decreased. In 2019, Indonesia's top five natural coffee importing countries were the United States, Malaysia, Italy, Egypt and Japan. The export volume to the United States reached 58.67 thousand tons or 16.34% of Indonesia's total coffee export volume with a value of US$ 253.87 million. This is what makes exports attractive.

Coffee export prospects for CV Malabar are very promising thanks to the increase in global *specialty* coffee demand, especially in the United States, as well as the strengthening of the dollar exchange rate against the rupiah which benefits exporters. Supported by Mount Malabar's ideal geographical location for Arabica Java Preanger (KAJP) coffee with fertile volcanic soil, optimal altitude, and a history of world-recognized coffee quality with unique flavours. CV Malabar also has partnership opportunities with local agro-industries in Pangalengan. In addition, advances in information technology open up wider avenues of international marketing.

However, CV Malabar faces serious threats such as production fluctuations due to climate change, the risk of damage or deterioration of coffee quality during uncontrolled export procedures, and fierce competition from both established domestic competitors (e.g. UD Gayo Coffee) and global coffee giants (such as Brazil) that dominate the market. Rabika arabica coffee from Brazil is low in acidity, sweet, *medium-bodied*, enriched with nutty flavors, has a chocolate flavor, and feels *clear* to the palate (Guide 2017). In addition, container shortages and price hikes can lead to soaring shipping costs, delays, even export cancellations and fines, all of which have the potential to harm the company's reputation and finances. The following are the main points of opportunities and threats that could affect CV Malabar's business in Table 2.

Table 2 Opportunities and threats at CV Malabar

No	Opportunity	Threats
1	Specialty coffee market share in the world is still wide (ICO 2025)	Production fluctuations occur
2	World coffee prices continue to rise (ICO 2025)	Rising freight costs
3	USD to rupiah exchange rate continues to strengthen (BI 2025)	Erratic shipment schedule

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4	Companies that can be partnered	Quality deterioration due to coffee handling in the destination country
5	The rapid development of information technology	Unfair competition
6	The existence of volcanic activity in the Malabar mountains	Competitors from home and abroad
7	Indonesia and nicknamed á cup of Java'	

Source: Primary data processed (2025)

***Business Model Canvas* (BMC) Analysis of CV Malabar**

The Business Model Canvas approach is used to design an export development strategy for CV Malabar. Based on the results of the analysis of the potential and prospects of the company, a new business development idea is created that can be utilized by the company to get new demand flows and can be profitable for the company.

Customer Segment

CV Malabar currently serves a domestic customer segment consisting of roastery houses, coffee shops, and coffee farmers. Geographically, the customer distribution covers West Java, Jabodetabek, East Java, to Sumatra and Sulawesi. Demographically, customers come from professionals in the coffee sector, with characteristics oriented towards quality and product consistency.

As part of its expansion strategy, the company is targeting the export market by identifying a new segment of specialty coffee importers in countries with a high culture of coffee consumption. Based on the analysis of HS codes 0901111000 through the *trademap.org. C*offee export tradition countries such as the United States, Japan, Italy, Malaysia, and Egypt are potential markets that can be entered.

Mapping to importer types shows that the general importer and approved traders segments are the most relevant targets for CV Malabar due to their flexibility in purchase volume and wide distribution reach. In addition, the specialty coffee export market tends to target customers with middle- to upper-middle-income and education levels, who have a preference for taste and *single-origin* narratives. To support this segmentation, CV Malabar can utilize international trade data and business partner search platforms such as *Go4WorldBusiness.com* to reach potential buyers more efficiently.

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The development of customer segments targeted by the company based on geography is retailer importers in the United States as a new customer segment in the export realm. The type of customer targeted is a customer who has a high income and is not price sensitive, because *specialty* coffee products *are*quite expensive. CV Malabar can offer directly to customers who have knowledge or experience in coffee so that they know the properties and quality of *specialty* coffee. After making an offer, a contract can be made between companies. Coffee products that will be offered to *specialty* coffee retailers are coffee with natural processing as much as 60% of the total quantity available.

Customer Relationship

Customer relationships are an important aspect of building loyalty and creating a positive ongoing experience, especially in export markets that demand high levels of trust and professionalism. Currently, CV Malabar applies two main approaches in establishing relationships with domestic customers, namely: personalized assistance through direct communication (phone, WhatsApp, and email) and community, through regular customer groups and household distributors.

In the context of export development, this approach needs to be adjusted and improved. Overseas customers, especially importers, expect responsive, structured and digitized communication and service systems. Therefore, CV Malabar needs to implement the following strategies:

1) Digital-based Customer Care Development
   The establishment of a dedicated team capable of handling 24-hour customer inquiries and complaints is a strategic move. This team should have foreign language skills (especially English), in-depth product understanding, and cross-cultural communication skills.
2) Automated Services and Interactive FAQs
   The implementation of automated service systems such as *Frequently Asked Questions (FAQs)* on websites and social media can help potential buyers understand product specifications, ordering processes, and export procedures. This can reduce the burden of manual communication and improve service efficiency.
3) Value Creation
   In the specialty coffee market, some importers tend to build product stories with producers. CV Malabar can open up opportunities for branding collaboration with

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overseas buyers as a form of *co-creation* in building shared value (for example: a special edition of Malabar coffee in America with a buyer's label).

The implementation of this approach will increase customer retention and strengthen the perception of CV Malabar's professionalism in the international trade arena.

Channels

Channels in a business model play an important role in reaching customers, delivering product value, and creating a consistent buying experience. CV Malabar currently uses two types of distribution channels, namely:

- Direct distribution, through coffee shops, social media (WhatsApp, Instagram), and direct orders to the company.
- Indirect distribution, through cooperation with distributors and resellers.

For export market penetration, distribution channels need to be developed and adapted to the characteristics of the international market. Some recommended strategies include:

1. International B2B Platform
   Utilizing global trading platforms such as *Trademap.org* and *Go4WorldBusiness.com* allows companies to reach potential importers from various countries directly. CV Malabar can upload company profiles, product catalogs, and technical information to attract potential buyers.
2 Strengthening English Language *Website* and Social Media
   Website is one of the mandatory activities in the export-import process. Prospective customers or importers will assess the company's *track-record* through the company's website because only the *website* can be reached by prospective *overseas buyers* incognito. The website can help increase *awareness* to the public. The company's official *website* needs to be optimized as a professional *landing page*, complete with product information, certifications, export procedures, and easily accessible contacts. Integration of *live chat* or *auto-response* services is also recommended to provide an interactive experience.
3 Participation in International Exhibitions and Trade Delegations
   Participating in export promotion activities facilitated by the government such as Trade Expo Indonesia or collaboration with the Indonesian Trade

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Promotion Center (ITPC) abroad can strengthen CV Malabar's existence as a specialty coffee exporter.

4 Logistics Partnerships and Export Consolidation
To streamline shipments on a small-medium scale, CV Malabar can establish *container-sharing-based* export cooperation with other coffee exporters. Shipments are made at regular intervals (e.g. 6 times a year), with each volume around 7 tons.

By optimizing these distribution and communication channels, CV Malabar will be better equipped to access and sustain the export market in a professional and sustainable manner.

Key Partners

In the context of export market development, partnerships play an important role for CV Malabar to strengthen the supply chain and distribution. Observations show that CV Malabar has partnered with coffee farmer groups as raw material suppliers, as well as with packaging companies such as PT Prima Gracindo for plastic *grain-pro* and VOT (Vegetable Oil Treated) gunny sacks for export product packaging. However, CV Malabar has not yet established strategic partnerships with *forwarders* directly.

The suggested partnership strategy is to establish formal cooperation with trusted *forwarders* to facilitate the preparation of export documents, product delivery, and fulfillment of export technical requirements. This partnership can also reduce logistics risks and improve the efficiency of the export process.

Key Activities

CV Malabar's main activities in developing the export business include inventory management, product packaging, quality certification, preparation of export documents and conducting the export process until the product is received by the importer and the disbursement of L/C funds. The company has implemented *Good Agricultural Practices* and has Java Preanger Geographical Indication certification, but does not yet have quality certification from international institutions such as the *Specialty Coffee Association of America* (SCAA)

One strategy that can be implemented is quality certification of *green coffee beans* according to SCAA standards, which is one of the prerequisites for *specialty* coffee exports. This certification not only increases product credibility, but also opens access to international premium markets.

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Key Resources

CV Malabar's main resources include physical, human and financial resources. On the physical side, the company has 60 hectares of land, processing facilities, operational vehicles, and storage warehouses. However, there is a lack of *moisture meters*, which are used to measure moisture content more accurately, and *portable bag closers*, which are essential in the export process.

Meanwhile, in terms of human resources, the company only has four managers who manage all business processes, which is not enough to handle exports independently. Therefore, it is necessary to add competent labor, especially in the field of exports and international marketing. The addition of physical and human resources is an important step to support sustainable export success.

Value Proposition

CV Malabar highlights several key value propositions for its Arabica Java Preanger specialty coffee, which will be sold as *green coffee beans*. These value propositions are divided into two main elements: *performance* and *risk reduction*.

a. *Performance*: CV Malabar offers "Six Precisions" as a performance guarantee to *buyers* (importers), which will be outlined in the *sales contract* or *Memorandum of Understanding* (MoU). These include: timeliness of delivery, quantity, type, price, export procedures, and product quality according to international standards. The strategy to ensure these six accuracies is through a written agreement that binds both parties.
b. *Risk Reduction*: CV Malabar seeks to reduce risks related to product authenticity and quality by providing certificates.
    - Certificate of Originality**:** Has had Geographical Indication (GI) certification No. ID 000000022 Arabica Java Preanger Coffee (KAJP) from the Ministry of Law and Human Rights since 2013, guaranteeing the authenticity of Priangan Arabica coffee.
    - International Quality Certificate**:** Currently do not have, but the solution is to obtain a quality certificate according to SCAA (*Specialty Coffee Association of America*) standards through the UPTD of the Goods Quality Testing and Certification Center (BPSMB) of the Industry and Trade Office of West Java Province. The certification process involves physical tests (moisture content, defective beans, color, odor, size) and *cupping* tests (taste tests by professionals) with a score classification from '*good*' to

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'*outstanding*' (score 60-9.75), which determines the quality grade of the coffee.

- Quality and Stock Management: The company will maintain quality with a sustainable cultivation system (GAP) and post-harvest processing of *specialty* coffee SOP standards, and provide training to partner farmers. To address stock issues and high demand, CV Malabar will implement inventory management.
- Unexpected Risks: The risk of failure to meet any of the "Six Precisions" is anticipated. It is assumed that 2% of the total shipments *of green coffee beans are* damaged or have quality discrepancies, so the company allocates risk control costs of Rp71,280,000.00 per year.

Cost Structure

CV Malabar's export business development adopts a *value-driven* approach, focusing on providing premium products of above-average quality to non-price-sensitive customers. The new cost structure consists of investment costs and operating costs (fixed and variable), funded from accumulated net profit in 2020.

i. Investment Costs: There was an additional investment cost of Rp3,497,000.00 for the purchase of a *moisture meter* and *a portable bag closer*. This increased the total investment cost to IDR 2,027,577,000.
ii. Operational Costs:
    1. Fixed Costs: Increased by IDR235,368,000 per year (to IDR820,496,000). Additional fixed costs include *professional admin* salaries, *website maintenance*, internet/WiFi costs, Instagram promotion/advertising, and investment depreciation costs.
    2. Variable Costs: Experienced a significant increase of Rp652,050,000 (to Rp1,147,050,000) in the second year of development. These additional variable costs included additional piece-rate employees, quality certification costs, purchase of packaging (*grain-pro* and gunny sacks), packaging costs, purchase of *cherry* coffee from the LMDH, *forwarder* services, *L/C charge fees*, and risk control costs. The highest increase in variable costs (132%) was due to the many additional costs for the export process.

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Despite the increase in costs, especially in variable costs, the capital required for export business development (IDR 890,915,000.00) can be covered by the company's net profit in 2020 (IDR 1,448,978,766.33). This cost increase is considered a long-term investment that is important for the sustainability of the export business. Compared to before the development, the cost structure has increased by about 15-20% due to new activities that support direct exports.

Revenue Stream

The *revenue stream* development was triggered by the expansion to the international customer segment, particularly in the Americas, which is known as a traditional *specialty* coffee lover and is not price sensitive.

a. Additional Revenue Sources**:** The main revenue stream comes from receiving *Letters of Credit* (L/C) from international customers. L/C is chosen because it is considered the most secure payment method in international trade, protecting the interests of both buyers and sellers through the bank's role as an intermediary.
b. Selling Price Setting:
    - The cost of production after development is Rp2,142,244,025.00/year.
    - CV Malabar will sell *specialty* quality *green coffee beans* for IDR81,000/kg or
      $5.70/kg, which is 10% below the average price of *specialty* coffee commodities at BAPPEBTI as of July 2021, given that CV Malabar is new to the export market.
    - Going forward, the pricing strategy will shift from low prices to an emphasis on value and quality.
    - Coffee below *specialty* quality will be sold in the domestic market at Grade 1 (IDR55,000) and Grade 2 (IDR35,000), each at 20% of total production.
c. Revenue Projection**:** Total revenue after the development of the export business is estimated to reach Rp4,914,000,000.00 per year, which is dominated by export sales of *specialty* coffee (Rp3,564,000,000.00), as well as domestic sales of Grade 1 and Grade 2.
d. Income Statement**:** The income statement is a report that shows the amount of revenue earned and costs incurred in a certain period (Kasmir and Jakfar 2020). Profit and loss projections show the positive impact of export business development. Net profit after tax in the second year of development (assuming

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the first year of focus on preparation) increased to Rp2,757,917,095.13, compared to Rp1,448,978,766.33 in 2020. This shows a greater percentage change in profits (90.34%) than the percentage change in costs (70.79%), confirming that this export business provides significant benefits.

e. Financial Feasibility

Financially, the development strategy is considered feasible. The business feasibility analysis shows:

- R/C Ratio > 1, meaning the business is profitable.
- Positive *cash flow* projections in the medium term.
- The initial investment can be compensated through profit margins earned from direct exports.

With this strategy, the company not only expands its market, but also improves business efficiency, product value, and long-term business sustainability.

CONCLUSION

CV Malabar has great potential to develop the *green coffee beans* export market, especially with the support of product quality that has been recognized nationally through the Java Preanger Geographical Indication and the *specialty coffee* title. However, this potential has not been optimally utilized due to the limitations of export legality and the lack of a targeted strategy.

Through the *Business Model Canvas* (BMC) approach, the *customer segment*, *customer relationship*, and *channels* blocks illustrate that the strategy of expanding the customer segment to international specialty coffee importers is a logical and strategic step. Strengthening customer relationships through responsive digital services and developing distribution channels through B2B platforms, social media, and logistics cooperation are determining factors in the success of export expansion. Internal support in the form of certified product quality, cultivation experience, and physical resource readiness also strengthen the company's competitiveness in the global market

In the aspects of *key partners, key activities and key resources*. Strategic partnerships with farmer groups and packaging companies have been formed, but there is no collaboration with *forwarders*. Key activities such as inventory management, packaging, and export document preparation have been carried out, but need to be improved through international quality certification. Available resources are still limited,

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both in terms of equipment and labor, so additional investment is needed to support exports.

Value proposition development was carried out by adding values such as quality assurance, international certification, and supply chain transparency. The cost structure has increased due to export activities, but is offset by the potential for a significant increase in revenue streams from international markets. Total net revenue after development is projected at IDR 2,757,917,095.13 per year, with a fixed cost structure of IDR 820,496,000 and variable costs of IDR 1,147,500,000 per year. The results of the financial analysis show that export market development is feasible, with an R/C ratio value > 1 and positive cash flow. This strategy not only increases profits, but also opens up new market opportunities and strengthens CV Malabar's position in the global coffee market.

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