

Branding strategies to strengthen the competitiveness of Temanggung robusta coffee

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Abstract. Temanggung robusta coffee has a unique taste profile (a specialty coffee) and has received recognition for Geographical Indication (GI) standards by the Indonesian government. However, this uniqueness has not been widespread. Branding strategies are needed to introduce uniqueness and increase the coffee's competitiveness. This study aims to formulate a Temanggung robusta coffee branding strategy. The method used is the qualitative approach. Data was collected with in-depth interviews, FGD, observation, and secondary data studies. The research involved 33 informants, including farmers, Communities Protecting Geographical Indications of Temanggung Robusta Coffee (MPIG-KRT), government officials, buyers, consumers, young entrepreneurs' associations, academics, and researchers. SWOT analysis is used to formulate branding strategies, and strategy priority determination is used with the Quantitative Strategic Planning Matrix. The results showed that there are four alternative strategies, including 1) increasing focus on the characteristics and credibility of Temanggung robusta coffee, 2) improving the institutional function of farmer groups, MPIG-KRT, and Prima Jaya Cooperative, 3) strengthening the Temanggung robusta coffee brand with GIs standard through pioneering coffee-based agrotourism, 4) increasing the role between stakeholders in supporting the branding of Temanggung robusta coffee. The priority strategy is increasing focus on the characteristics and credibility of Temanggung robusta coffee.

1 Introduction

Coffee is a vital product for the global economy. The world's consumers appreciate coffee, and even the act of drinking coffee has become a cultural phenomenon [1]. In the last 17 years, coffee has become a global agricultural product, and drinking coffee is seen as a trend that is a symbol of a prosperous lifestyle [2]. Coffee commodities play a significant role in the Indonesian economy, including export revenue, income sources for farmers, industrial raw materials, job creation, and regional development. Coffee plays an essential role in the economies of producing countries, and coffee is widely traded around the

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world; coffee has recently become one of the most profitable industries globally [2]. Temanggung Regency is one of the primary coffee-producing areas in Java, Indonesia, and is particularly known for its robusta coffee. Temanggung robusta coffee has a unique taste (a specialty coffee), indicated by geographical factors; however, its uniqueness has not yet spread widely. Therefore, branding strategies are needed to introduce uniqueness and increase the competitiveness of Temanggung robusta coffee.

Recently, the global market has grown in information and communication technology, and it continues to grow. Increased competitiveness is vital in the dynamics of the worldwide economy today. In an era of global economic transformation, the industry must have high competitiveness to gain global market share. International competitiveness is a crucial aspect of economics and management. Good economic conditions can improve the welfare of the population [3]. One of the concepts of competitiveness is defined by economic competitiveness, which is the economic ability to generate goods and services so that the needs of the international market can be met, as well as to retain high and sustainable incomes.

Competitive agricultural capital is crucial for ensuring food sustainability within the community. Competitive and creative excellence is the primary key to improving the competitiveness of agricultural products, including coffee. An entrepreneur must develop creative, innovative, attractive, and competitive products in a universal sense. Competitiveness also illustrates the ability to make breakthroughs. It is closely related to regional competitiveness that can support leading agricultural commodities such as coffee.

Temanggung robusta coffee has typical product characteristics, which are indicated due to geographical factors. In 2024, robusta coffee crops were recorded at 13,048,26 hectares, and production at 9,176,58 tons [4]. Robusta coffee from this area can be a specialty product (specialty coffee) because it has a distinctive taste character. Temanggung robusta coffee has obtained a Geographical Indications (GIs) certificate from the Ministry of Law and Human Rights ([MPIG- KRT] Masyarakat Perlindungan Indikasi Geografis Kopi Robusta Temanggung 2015).

Coffee-certified geographical indications (GI) have become an essential potential for coffee marketing, both nationally and internationally. One of the important indications of food safety is the protection of geographical indications. GIs' advantages for farmers are ensuring quality, increasing competitiveness, strengthening farmers' rights, and improving farmers' professionalism. GIs certification aims to: (i) minimize environmental impact; (ii) enhance the quality of the product (especially food safety); (iii) access the broader market; (iv) reduce costs and (v) build a reputation [5]. Temanggung robusta coffee boasts a unique and distinctive taste, comparable to world-class coffees. Temanggung robusta coffee even had a chance to win the international taste test contest. However, this unique taste is not widely known by consumers. Creative industries, such as coffee, can be a trend and can be accepted in the community through branding. In creative industries like coffee, branding is vital for creating a culture within society itself. People's appreciation of coffee is growing tremendously. It is in times like these that farmers and coffee producers are encouraged to continue to get better.

2 Literature Review

Branding becomes essential to win the competition. Building a strong brand is one of the most challenging; brand differentiation and brand image are also required in branding strategies [5]. Implementing acceptable agricultural practices and operational procedure processing standards will support the peculiarities of Temanggung robusta coffee. Sustainability has been a significant concern. Branding strategy improves competitiveness at the national and international levels. Therefore, branding efforts are needed to introduce this

local coffee at the national and international levels and strengthen its competitiveness. Adopting internet marketing through social media can increase brand awareness and sales volume. Although extensive research has been carried out on the branding strategy, there are limited studies on branding strategies for a single robusta coffee commodity in Indonesia. Research on coffee branding strategies will contribute to the development of the coffee agribusiness through the formulation of effective strategies. Therefore, this research aims to formulate and determine the priorities of the Temanggung robusta coffee branding strategies.

3 Materials and Methods

3.1 Basic methods of research

The primary method of this research used a qualitative approach. The study was conducted in Temanggung regency, which was determined purposively, considering that Temanggung is a leading coffee producer in Central Java, Indonesia, especially for robusta coffee [4]. This region has excellent agribusiness and coffee agro-tourism potential.

3.2 Data and sampling technique

This study used primary and secondary data. The data collected included the strengths, weaknesses, opportunities, and threats of robusta coffee in Temanggung. Research data were collected through in-depth interviews, Focused Group Discussions (FGDs), and secondary data analysis. In-depth interviews and secondary data studies were carried out during the identification stage of internal and external factors (production, HR, marketing, organization, management, technology, social, and cultural). The strategy formulation stage and strategy priorities were carried out with FGD with the number of informants was 33 people selected purposively with the consideration of having knowledge, experience and policies related to the development of Temanggung Robusta coffee. The key informants consisting of five robusta coffee farmers, two staff of MPIG-KRT (Community Protection of Geographical Indications of Temanggung Robusta Coffee), three leaders of farmer groups, three staff of the agriculture office, two staff of the regional planning and R&D agency, two staff of cooperative and MSME trade industry office, one staff of Tourism Office, one staff of investment office, two buyers, one staff of coffee farmer cooperatives, two agricultural extension workers, one coffee entrepreneur, five consumers of Temanggung robusta coffee, and three academics. The FGD discussed alternative strategies based on SWOT results and calculated strategic priorities. Differences of opinion were discussed, and consensus was prioritized.

3.3 Data analysis methods

An analysis of internal and external factors was conducted using the Internal Factor Evaluation Matrix (IFE Matrix) and the External Factor Evaluation Matrix (EFE Matrix). Strategy formulation was conducted using a SWOT analysis, and strategy priority determination was assessed through the Quantitative Strategic Planning Matrix (QSPM). SWOT analysis is a tool to support effective decision-making. Analysis SWOT is a simple and widely used strategy design tool. SWOT analysis is used to formulate strategies based on the internal and external conditions of the organization [7]. In a SWOT analysis, the strengths and advantages of an organizational system can create opportunities for the future.

Conversely, the weaknesses and shortcomings of any organizational system will create future threats. Threats need to be addressed today to prevent them from deteriorating in the future. SWOT analysis helps the organization identify its superior strategies by considering the dynamic internal and external environment.

A SWOT analysis begins with the identification of internal factors (IFE), including strengths and weaknesses, and external factors (EFE), including opportunities and threat factors [8]. Strengths: The company's advantage over competitors is that it makes a profit. Disadvantages: The company's lack of competitors is causing losses. Opportunities: environmental conditions that can be utilized to the benefit of the business enterprise. Threat: environmental conditions that cause problems and losses for the company. Evaluation determines the strategic position of the organization. The SWOT matrix includes four strategic groups, including strengths and opportunities (SO), with aggressive strategies as a recommendation. Strengths and Threats (ST) with competitive strategies as a recommendation. Weaknesses and Opportunities (WO) with conservative strategies as a recommendation, and weaknesses and threats (WT) with defensive strategies as a recommendation. Competitive strategy refers to the prevailing opportunities in the environment and indicates the dominance of weakness over strengths. This group of strategies reduces weakness by applying opportunities. Conservative strategies aim to address threats by seizing opportunities in response to external factors.

Alternative strategies have been generated through SWOT analysis. The final stage is to determine strategy priorities through Quantitative Strategic Planning Matrix (QSPM) analysis. The QSPM matrix concept is based on the relationship matrix, which evaluates and prioritizes selected strategies through internal and external factors [8]. This is because sometimes it does not require all alternative strategies applied together, so priorities must be made in the application.

4 Results

4.1 Temanggung Robusta Coffee

Coffee is the leading commodity of Temanggung Regency, where about 45% of robusta coffee production in Central Java Province comes from this area. Robusta coffee crops recorded more than 13.048,24 hectares of a robusta coffee crop area with about 9.176,58 tons [4]. Temanggung robusta coffee has typical product quality characteristics, is unique, and looks different, which is indicated by geographical factors. Since 2016, Temanggung coffee has been certified by geographical indications from the Ministry of Law and Human Rights of the Republic of Indonesia with agenda No. IG.00.2015.000019 with registration number ID G 000000053. The main areas of robusta coffee crops are spread over 11 subdistricts with different flavor variations per region. Temanggung robusta coffee commodities include red cherry, HS coffee, green beans, roasted coffee, and ground coffee. Robusta coffee processing type also varies, such as full wash (wet), semi-full wash, natural/dry, honey, and fermented coffee.

Institutions controlling the implementation of GIs standards are coffee farmer groups, MPIG-KRT, and Prima Jaya Cooperatives. Assistance by the relevant agencies and universities has also been carried out, although there is still a need to increase the mentoring program's synergy. Movements to publish and promote Temanggung robusta coffee, such as the coffee festivals and coffee taste test competitions, have been made.

On the other hand, based on survey showed that farmers' adoption of the GIs standard of Temanggung robusta coffee is still weak (9%). Many farmers always do origin picking due

to several factors, including processing coffee with no standard procedures. These factors include farmers' motivation to pick red and process according to low standards and limited access to GIs standards. Urgent life needs factors, security factors, institutional coffee farmers who have not played a leading role, and farmers' competence is not adequate. The unique taste of Temanggung robusta coffee is very prominent, but many consumers do not recognize it [9].

4.2 The alternative of Temanggung robusta coffee branding strategies

This research compiled the IFE and EFE matrix to formulate alternative strategies for Temanggung robusta coffee. Tables 1 and 2 present the IFE and EFE matrices. Based on Table 1 (strengths and weaknesses), the IFE score obtained is 3.34, while the EFE score (opportunities and threats) in Table II is 2,77. This score means Temanggung Regency is in the position of Growing and Building (quadrant 1). The IFE weighted total score of 3.0 to 4.0 represents a strong internal position, and if the total weighted score is EFE 2.00 to 2.99, it means a moderate external part. Quadrants I, II, or IV can be described as growing and constructed [7]. Tables I and II are presented as follows.

Table 1. IFE matrix of Temanggung robusta coffee

No	Internal Factors	Weights	Weights of rating	Rating	Weight x Rating
Strengths					
1	The potential of Temanggung as the primary producer of robusta coffee in Central Java	2	0,0571	4	0,2286
2	Temanggung has a variety of robusta coffee products	1,5	0,0429	4	0,1714
3	There has been assistance for robusta coffee farmers and MSME by related agencies	2	0,0571	3	0,1714
4	There is already a certificate and a hologram logo, a geographical indication of Temanggung robusta coffee from the Ministry of Law and Human Rights.	1,5	0,0429	4	0,1714
5	An MPIG institute has been formed to maintain the quality of Temanggung coffee with GI standards	2	0,0571	3	0,1714
6	A network with external stakeholders has been established	2	0,0571	4	0,2286
7	There are policies from the local government and related agencies that support the branding efforts of Temanggung robusta coffee	2	0,0571	4	0,2286
8	Temanggung has the potential for agrotourism based on robusta coffee	2	0,0571	4	0,2286
9	Prima Jaya Cooperative (coffee	2	0,0571	4	0,2286

10	farmer cooperative) and Rumah Kopi Temanggung (HIPMI cooperative) has been formed The local retail of Temanggung robusta coffee products is growing	1,5	0,0429	4	0,1714
Weaknesses					
1	Temanggung coffee branding is not yet a particular program for related agencies	1	0,0286	2	0,0571
2	The application of the standard geographic indication of robusta coffee by farmers is still low, so the product quality is not uniform	2	0,0571	3	0,1714
3	Farmers are egocentric about product quality and marketing information	2	0,0571	2	0,1143
4	Farmers' competence in branding, promotion, and marketing, as well as technology, is still limited	2	0,0571	3	0,1714
5	Of the 410 brands of Temanggung coffee, not all of them use the hologram/coffee brand logo with the IG standard	1,5	0,0429	2	0,0857
6	The role of institutions that support the branding of Temanggung robusta coffee has not been maximized	2	0,0571	3	0,1714
7	The competence of the Temanggung Robusta coffee companion is not sufficient	2	0,0571	3	0,1714
8	The synergy between related agencies in mentoring Robusta coffee farmers has not been optimal	2	0,0571	3	0,1714
9	The uniqueness and taste of Temanggung coffee are very prominent, but consumers as a whole are not yet known.	2	0,0571	4	0,2286
Amount		35	1,0000		3,3429

Source: Primary Data Analysis

Table 2. EFE matrix of Temanggung robusta coffee

No	Internal Factors	Weights	Weights of rating	Rating	Weight x Rating
Opportunities					
1	Market demand is very high and routine	2	0,0690	3	0,2069
2	Foreign markets are very open	2	0,0690	3	0,2069
3	The market segments that can be worked on are various	1.5	0,0517	3	0,1552

4	Online market development	2	0,0690	3	0,2069
5	The potential of coffee-based agrotourism is very open	2	0,0690	2	0,1379
6	Buyers are willing to pay a high price for robusta coffee with a geographical indication (GI) standard	2	0,0690	2	0,1379
7	The culture of drinking coffee is growing	2	0,0690	3	0,2069
8	Consumer awareness of coffee quality is increasing	2	0,0690	3	0,2069
9	Partnership opportunities with external parties are increasingly open	1.5	0,0517	3	0,1552
Threats					
1	The price of coffee is determined by the middleman	1,5	0,0517	2	0,1034
2	The market share for robusta coffee with GI standards is still limited	1,5	0,0517	2	0,1034
3	Agrotourism competition in other areas	1,5	0,0517	3	0,1552
4	Robusta coffee branding from other regions is getting stronger	2	0,0690	3	0,2069
5	The internet signal has not reached all corners of the Temanggung Regency area.	2	0,0690	4	0,2759
6	Consumer knowledge about coffee with GI standards is still relatively low	2	0,0690	3	0,2069
7	The flood of coffee from abroad is cheaper	1,5	0,0517	2	0,1034
Amount		35	29	1,0000	2,7758

In the SWOT Matrix, there are four kinds of strategies. They are the S-O (Strength-Opportunity) strategy, W-O (Weakness-Opportunity) strategy, S-T (Strength-Threat) strategy, and W-T (Weakness-Threat) strategy. The S-O strategies use the company's internal strengths to capitalize on external opportunities. The W-O strategy aims to increase internal weaknesses by exploiting opportunities. The S-T strategy uses the power of the company to evade or decrease the influence of external threats. The W-T strategy is a defensive tactic directed at reducing internal weaknesses and preventing external threats [7]. The alternative strategy was obtained by a SWOT analysis of internal and external factors (Figure 1).

INTERNAL FACTORS	STRENGTHS (10 points)	WEAKNESSES (9 points)
	<ol style="list-style-type: none"> 1. Temanggung Regency has the potential to be the top producer of robusta coffee in Central Java. 2. Temanggung district has a variety of robusta coffee 	<ol style="list-style-type: none"> 1. Temanggung Coffee Branding Program has not been a written routine and budgeted program by the relevant agency. 2. Implementation of the IG

<p>EXTERNAL FACTORS</p>	<p>products.</p> <ol style="list-style-type: none"> 3. There are mentoring farmers and MSMEs for robusta coffee by related agencies. 4. There are certificates and hologram geographical indications of coffee robusta Temanggung and the Ministry of Law and Human Rights. 5. The MPIG institution has been formed to control the quality of coffee Temanggung standard GIs. 6. Has built a network with external stakeholders. 7. There are local government policies and related agencies that support the branding efforts of Temanggung robusta coffee. 8. Temanggung has the potential for robusta coffee-based agrotourism. 9. Has been established by Prima Jaya Cooperative (coffee farmer cooperative) and Temanggung Coffee House (cooperatively owned Indonesian Association of young entrepreneurs). 10. The development of local retail robusta coffee products in Temanggung. 	<p>standards of robusta coffee by farmers is still low, so the quality of products is not uniform.</p> <ol style="list-style-type: none"> 3. Product quality and marketing information are not yet accessible to all farmers. 4. Farmer's competence in branding, promotion, marketing, and technology is still limited. 5. Of the 410 brands of Temanggung coffee, not all use holograms/logos of coffee brand standards GIs. 6. The role of institutions that support the branding of Robusta Temanggung coffee is not yet maximized. 7. The competence of the Robusta Temanggung coffee companion is not adequate. 8. The synergy of the coffee farmer assistance program between related services is not optimal. 9. Temanggung robusta coffee's unique taste stands out, but is not yet known by consumers as a whole.
<p>OPPORTUNITIES (9)</p>	<p>STRATEGY S – O</p>	<p>STRATEGY W - O</p>

<p>points)</p> <ol style="list-style-type: none"> 1. Market demand is very high and routine. 2. Overseas markets are very open. 3. Market segments that can be worked on variously. 4. Online marketplace developments. 5. The potential of coffee-based agrotourism is very open. 6. Buyers are willing to pay a high price for robusta coffee with Geographical Indications standards (GIs). 7. The coffee-drinking culture is growing. 8. Consumer awareness of the quality of coffee is increasing. 9. Partnership opportunities with external parties are increasingly open. 	<p style="text-align: center;">STRATEGY 1</p> <p>Strengthening the Temanggung robusta coffee brand with GIs standard through pioneering coffee-based agrotourism (S1, S2, S6, S8, O3, O5, O7, O9)</p>	<p style="text-align: center;">STRATEGY 2</p> <p>Improving the institutional function of the farmer group, MPIG-KRT, and Prima Jaya Cooperative (W2, W3, W4, W5, W6, W9, O1, O2, O3, O4, O5, O6, O7, O8, O9)</p>
<p>THREATS (7 points)</p>	<p style="text-align: center;">STRATEGY S – T</p>	<p style="text-align: center;">STRATEGY W - T</p>

<ol style="list-style-type: none"> 1. The middleman determines the price of coffee. 2. Robusta coffee market share with the GIs standard is increasingly limited. 3. Agrotourism competition in other regions. 4. Robusta coffee branding in other areas is getting stronger. 5. Internet signal has not reached all look Temanggung district. 6. Consumer concept knowledge of GI standard coffee is still relatively low. 7. Flooding coffee from abroad, which is cheaper. 	<p>STRATEGY 3</p> <p>Increase characteristic focus and credibility of Temanggung robusta coffee (S1, S2, S6, S8, O3, O5, O7, O9)</p>	<p>STRATEGY 4</p> <p>The increasing synergy between stakeholders in supporting the branding efforts of competitive Temanggung robusta coffee (W2, W3, W4, W6, W8, T1, T2, T3, T4)</p>
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Figure 1. SWOT matrix

4.3 Strengthening the brand of Temanggung robusta coffee with GIs standard through pioneering coffee-based agrotourism (S-O Strategy)

Agriculture is a sector with unique characteristics that cannot be regulated solely by market principles. Its problems are influenced by the global market's structural factors and market distortions resulting from policy interventions [10]. Sustainability needs to make it possible to gain long-term commitment from their stakeholders because of greater stakeholder satisfaction, more vital brand identification, and loyalty. Identity and tourist destinations based on unique culture, history, and food are created through the collaboration of the agriculture and tourism sectors. The sustainable tourism model can be used in developing nature-based tourism. This model should prioritize the needs of visitors, the tourism industry, the environment, community goals, and the economic, social, and environmental impacts both today and in the future [11]. Recent competition characteristics are short-term competitiveness stemming from needs such as delivery, quality, and production efficiency [11].

4.4 Improving the function of institutions such as farmer groups, MPIG-KRT, and Prima Jaya Cooperatives (W-O Strategy).

Institution activities include accelerating social networks, building and increasing benefits, improving adaptation, and mediating. Environmental quality and economic growth are affected by the quality of institutions [12]. In sustainably managing shared resources, it is necessary to have institutions that support effective self-governance, leadership capacity, and external support structures. Companies must evaluate the characteristics of markets and

products based on technological skills and available human resources, aiming to provide benefits for customers.

4.5 Increasing the characteristic focus and credibility of Temanggung robusta coffee (S-T strategy)

The trend of drinking coffee makes the demand for quality coffee taste higher. Evaluated by a certified Q-grader, the SCA quality score consists of ten sensory metrics: aroma, acidity, body, taste, sweetness, clean cup, balance, aftertaste, uniformity, and overall impression [13]. The price of coffee almost wholly depends on the quality. Strengthening the position of the brand with a consistent identity and personality is the ideal brand building. Branding, brand attitude, brand credibility, and purchase intention require a more detailed description. The new form of producer-oriented credibility, which is substantially built on social capital, genuine identities, ancestral knowledge, and human assets of producer societies, is a new source of strength and legitimacy in regulating agricultural commodities [14].

4.6 Increasing synergy between stakeholders in supporting branding efforts of Temanggung robusta coffee.

Marketers take advantage of a variety of ways to maintain brand loyalty, including brand elements, new marketing methods (one-to-one marketing activities, social media marketing, network, and better understand with the main targeted groups of an organization. Sustainable tourism includes stakeholder engagement and revolves around the Triple Bottom Line (TBL) concept [15]. Stakeholders, especially local communities, should feel the benefits of tourism. It is essential to develop synergistic interactions between stakeholders to effectively communicate tourism benefits. Several relational stakeholders' attributes are power, legitimacy, and urgency. It is important to identify participation among stakeholders in various collaborative processes. In this case, it is essential to take advantage of sustainability from stakeholder participation and integrate their concerns with business strategy. Stakeholder participation can be seen as collaboration and creation. Stakeholders have the value of implementing sustainable solutions by reinforcing the notion of suitability, voluntariness, and visibility. Broader input from sustainability has the potential to lead to innovations that strengthen business strategies to achieve a strong differentiation or competitive advantage in the market.

4.7 The priority of Temanggung robusta coffee branding strategies

This study determined the strategic priorities of the four alternative strategies that have been formulated. Strategic priority determination is set to provide a reference order of strategic importance for local governments and coffee farming institutions to brand Temanggung robusta coffee. In Table 3, the TAS (Total Attractive Score) calculation with the QSP matrix is presented to determine the priority ranking for the four alternative strategies. QSP matrix calculations for strengths, weaknesses, opportunities, and threats are explained as follows:

Table 3: QSP matrix of Temanggung robusta coffee

Internal Factors	Weights	Weight leveling	Strategy 1		Strategy 2		Strategy 3		Strategy 4	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strengths			AS	TAS	AS	TAS	AS	TAS	AS	TAS

The potential of Temanggung as the leading producer of robusta coffee in Central Java	2	0,031	4	0,125	2	0,063	3	0,094	1	0,031
Temanggung has a variety of robusta coffee products	1,5	0,023	4	0,094	2	0,047	3	0,070	1	0,023
There has been assistance to farmers and MSMEs in Robusta coffee by related agencies	2	0,031	3	0,094	4	0,125	2	0,063	1	0,031
There has been a certificate and A hologram of the logo, and geographical indications of Temanggung robusta coffee, from the Ministry of Law and Human Rights	1,5	0,023	3	0,070	2	0,047	4	0,094	1	0,023
An MPIG institution has been formed to safeguard the quality of Temanggung coffee with IG standards	2	0,031	2	0,063	4	0,125	3	0,094	1	0,031
A network with external stakeholders has been built	2	0,031	3	0,094	2	0,063	4	0,125	1	0,031
There are policies from the local government and related agencies that support the branding efforts of Temanggung robusta coffee	2	0,031	3	0,094	2	0,063	4	0,125	1	0,031
Temanggung has the potential for agrotourism based on robusta coffee	2	0,031	4	0,125	2	0,063	3	0,094	1	0,031
Prima Jaya Cooperative (coffee farmer cooperative) and Rumah Kopi Temanggung (HIPMI cooperative) have been formed	2	0,031	2	0,063	4	0,125	3	0,094	1	0,031
The development of local retail for Temanggung robusta coffee products	1,5	0,023	2	0,047	3	0,070	4	0,094	1	0,023
Internal Factors	Weights	Weight leveling	Strategy 1	Strategy 2	Strategy 3	Strategy 4				
Weaknesses			AS	TAS	AS	TAS	AS	TAS	AS	TAS

Temanggung coffee branding is not yet a particular program for related agencies	1	0,016	2	0,031	1	0,016	3	0,047	4	0,063
The application of the standard geographic indication of robusta coffee by farmers is still low, so the product quality is not uniform	2	0,031	1	0,031	4	0,125	3	0,094	2	0,063
The farmer is egocentric regarding the product quality and marketing information	2	0,031	2	0,063	4	0,125	3	0,094	1	0,031
Farmers' competence in branding, promotion, and marketing, as well as technology, is still limited	2	0,031	2	0,063	4	0,125	3	0,094	1	0,031
Of the 410 brands of Temanggung coffee, Not all of them use the hologram/coffee brand logo with the IG standard	1,5	0,023	2	0,047	4	0,094	3	0,070	1	0,023
The role of the institutions that support the branding of Temanggung robusta coffee has not been optimal	2	0,031	1	0,031	4	0,125	2	0,063	3	0,094
The competence of the companion of Temanggung robusta coffee is not sufficient	2	0,031	2	0,063	4	0,125	3	0,094	1	0,031
The synergy between related agencies in mentoring Robusta coffee farmers has not been optimal	2	0,031	1	0,031	3	0,094	2	0,063	4	0,125
The uniqueness and taste of Temanggung coffee stand out, but consumers as a whole are not yet known.	2	0,031	1	0,031	3	0,094	4	0,125	2	0,063
Internal Factors	Weights	Weight leveling	Strategy 1	Strategy 2	Strategy 3	Strategy 4				
Opportunities			AS	TAS	AS	TAS	AS	TAS	AS	TAS
Market demand is very	2	0,031	2	0,063	4	0,125	3	0,094	1	0,031

high and routine											
Foreign markets are very open	2	0,031	1	0,031	4	0,125	3	0,094	2	0,063	
The market segments that can be worked on are various	1,5	0,023	2	0,047	3	0,070	4	0,094	1	0,023	
Online market development	2	0,031	3	0,094	2	0,063	4	0,125	1	0,031	
The potential of coffee-based agrotourism is very open	2	0,031	4	0,125	2	0,063	3	0,094	1	0,031	
Buyers are willing to pay a high price for robusta coffee with a (GI) standard.	2	0,031	2	0,063	3	0,094	4	0,125	1	0,031	
The culture of drinking coffee is growing	2	0,031	3	0,094	2	0,063	4	0,125	1	0,031	
Consumer awareness of coffee quality is increasing	2	0,031	2	0,063	3	0,094	4	0,125	1	0,031	
Partnership opportunities with external parties are increasingly open	1,5	0,023	3	0,070	4	0,094	2	0,047	1	0,023	
Internal Factors	Weights	Weight leveling	Strategy 1		Strategy 2		Strategy 3		Strategy 4		
Threats			AS	TAS	AS	TAS	AS	TAS	AS	TAS	
The middleman determines the price of coffee	1,5	0,023	1	0,023	4	0,094	3	0,070	2	0,047	
The market share for robusta coffee with GI standards is still limited	1,5	0,023	2	0,047	3	0,070	4	0,094	1	0,023	
Agrotourism competition in other areas	1,5	0,023	4	0,094	3	0,070	1	0,023	2	0,047	
Robusta coffee branding from other regions is getting stronger	2	0,031	3	0,094	2	0,063	4	0,125	1	0,031	
The internet signal has not reached all corners of the Temanggung Regency area.	2	0,031	4	0,125	2	0,063	3	0,094	1	0,031	
Consumer knowledge about coffee with IG standards is still relatively low	2	0,031	2	0,063	3	0,094	4	0,125	1	0,031	
The flood of coffee from abroad is cheaper	1,5	0,023	3	0,070	4	0,094	1	0,023	2	0,047	
Amount			2,422		3,047		3,164		1,367		
Priority rank			3		2		1		4		

Source: Primary Data Analysis

Table 3 presents the priority sequence of the four alternative strategies formulated in the SWOT matrix. The priority strategy is to enhance the distinctive focus and credibility of Temanggung Robusta coffee products (Strategy 3) with TAS 3.164. The second is to improve the function of institutions such as the farmer group, MPIG-KRT, and Prima Jaya Cooperative (strategy 2) with TAS 3,047. The third is strengthening the Temanggung robusta coffee brand in collaboration with pioneers of coffee-based agrotourism (Strategy 1) through TAS 2,422. Lastly, it is to increase synergy between stakeholders in improving the competitive Temanggung robusta coffee brand (Strategy 4) with TAS 1.367.

5 Discussion

Based on in-depth interviews and the results of FGD with informants, each strategy can be executed with multiple tactics. These activities are formulated by the research team and the local government, taking into account internal and external factors and potential implementation (budget and available resources). The first strategy is to increase focus on the characteristics and credibility of robusta Temanggung coffee products. Competitiveness can be built through strong product character and credibility. A strong product will be able to brand itself, so a brand must adjust its strategy over time to achieve an optimal level of performance, recognition, and prosperity. It can be carried out with some recommendations of activities, such as: 1) Product identification and diversification of robusta Temanggung coffee products. 2) training and mentoring of farmers and escorts to improve motivation and competence in innovation, mastery of technology, and marketing. 3) Training and mentoring of farmers and escorts to improve the motivation and competence of farmers and field assistants on Good Agricultural Practices (GAP) and Robusta Temanggung Coffee Processing Standards. 4) Utilization of digital media to improve consumers' positive attitude towards robusta coffee products, Temanggung. Support in marketing activities is needed, among other things, through socialization and training in internet utilization to improve performance in both cultivation and marketing. 5) Opening a new marketing network for the diversification of robusta coffee products in Temanggung. Effective marketing practices will lead to incentives for farmers to stimulate business development. Brand strategy is necessary to inform consumers of the value of the product. A brand strategy also makes it easier to achieve a profitable target market. 6) training on the use of digital media as a media branding and marketing robusta coffee products in Temanggung. 7) held business meetings and the Expo Robusta Temanggung coffee.

Second, the strategy of improving the function of robusta Temanggung coffee farmers' institutions (MPIG-KRT, KPJ, Farmer groups) can be carried out with some of activities as follows: 1) Reorganizing the functions of MPIG-KRT institutions, Prima Jaya Cooperatives, and farmer groups. 2) Training of management of institutions and business groups for farmer groups, MPIG-KRT, and Prima Jaya Cooperatives. 3) Robusta coffee production, processing, and marketing partnership between KPJ and other parties. Nurturing a quality strategic partnership has inherent benefits for the new entrant indigenous firms. It promotes organizational transformation, boosts technology capacity, stimulates organizational competence, and enhances technology infrastructure and processes.

The third strategy involves strengthening the robusta Temanggung coffee brand through partnerships with coffee-based agrotourism pioneers. Recommended activities that can be done are: 1) segmentation and market penetration. Market penetration remains a core of market share in the dynamic market landscape. The greater the market penetration rate, the greater will be the firm's market share. 2) Mapping the potential of robusta coffee agrotourism. Through the identification of inherent assets and weaknesses, as well as the opportunities and challenges created by external factors, propose future management strategies [11]. 3) strengthening relations with external parties (such as universities, BMKG,

and HIPMI exporters). Compared to consumers with a high knowledge level, such as those with prior experience, advertising needs to focus more on positive motivation and subjective standards.

The fourth strategy is to increase synergy between stakeholders in strengthening competitive Temanggung coffee brands. Four program recommendations can be run, including: 1) utilizing digital media to improve coordination between stakeholders. 2) collaborative management by all stakeholders, especially in designing the robusta Temanggung coffee branding program. The firms need to have suppliers and strategic partners in mind because they constitute valuable links between the firm and its esteemed customers. While the suppliers guarantee proficiency in the flow of goods and services along the value chain, the strategic partners ensure the continuous creation of innovative products and services. 3) pioneering robusta Temanggung coffee-based agrotourism together with stakeholders. The role of stakeholders is vital in supporting tourism. Good interaction and strong synergy are needed between stakeholders to achieve good tourism governance.

6 Conclusions

The research produced four branding strategies with priority sequences, 1) increasing the focus on the characteristics and credibility of robusta coffee products Temanggung, 2) Improving the institutional function of the farmer group, MPIG-KRT, and Prima Jaya Cooperative, 3) Strengthening the Temanggung robusta coffee brand with coffee-based agrotourism pioneers, and 4) increasing synergy between stakeholders in improving the competitive Temanggung coffee brand. The priority strategy is to increase focus on the characteristics and credibility of Temanggung Robusta coffee. The implementation of production standards based on IG standards must be closely monitored to maintain the uniqueness and character strength of Temanggung Robusta coffee. The branding strategies will help enhance Temanggung Robusta coffee's competitiveness and contribute to the development of coffee agribusiness as a leading commodity in Temanggung Regency. The collaboration between coffee farmers, MPIG-KRT, coffee cooperatives, universities, agricultural extension workers, media activists, and the government will facilitate efforts to brand Temanggung robusta coffee. Future researchers can focus on studying the role of agribusiness institutions, the role of technological innovation, and digitalization in supporting the branding of Temanggung robusta coffee.

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