






Research Paper

Forest-Grown Coffee for Village Prosperity: A Business Model Analysis

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Abstract

The leading commodity of forest coffee is a strategic opportunity for the local economy's strength. This study uses a Participatory Action Research (PAR) approach that combines a qualitative approach with participatory action as part of an effort to increase the role of coffee as the competitive advantage of Mekarmanik Village in Bandung Regency. Identifying the business model using the Hijrah Tool Business Model approach indicates that this business has a promising business model. The main sources of strength of the coffee business are the geographical aspects that impact the quality of coffee with unique flavors, social capital, strategic partnerships through the role of cooperatives, and skilled human resources. The limitation of coffee commodity development as the village's leading commodity is related to area development, which is mostly in protected forest areas, a lack of accessibility, particularly connectivity (infrastructure), a lack of product marketing, high dependency on middlemen, and managerial obstacles. This study recommends a triple-helix approach that involves coffee farmers/businesses in the village, the government, and universities to increase community income more sustainably and equitably.

Keywords: *Business Model, Village Economy, Leading Economy, Development, Economy.*

INTRODUCTION

The local economic development requires a trigger for the creation of prosperity. One of the regional advantages is obtained from its natural strength, which is known as the endowment factor. The economy can grow inclusively when people can make good use of the resources they have, including natural wealth. The two main factors driving village economic output come from capital and labor. The land, with all its potential, is one of the great forces driving potential prosperity.

Mekarmanik Village in Bandung Regency has topographic characteristics that are dominated by slopes and peaks with heights varying between 600 and 1,200 meters above sea level. A total of 301 residents work as farmers or planters, while 188 people work as farm laborers or plantation workers. With some of its residents depending on the agricultural and plantation sectors for their livelihoods, coffee has become one of the main commodities that has high economic potential for the people of Mekarmanik Village (Shaleh et al., 2024).

Coffee has long been a strategic commodity in global trade, involving not only producing countries but also a large number of consuming countries. As a superior plantation product, coffee contributes significantly to the Indonesian economy, both at the national and local levels, through its role as a source of foreign exchange, creating jobs, and improving the welfare of farmers (Widiyanto et al., 2024). According to the latest data from the Foreign Agricultural Service (2024), Indonesia is in fourth place as the largest coffee producer in the world, behind Brazil, Vietnam, and Colombia. In 2024, Indonesia's contribution to global coffee production will reach 6.18%, reflecting its important role in the world coffee industry. This condition not only confirms Indonesia's position as one of the main actors in the international coffee market but also shows promising prospects for further development of this commodity.

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Even though coffee has a strategic role in the economy, many small-scale coffee businesses face challenges in developing their business more professionally. Several studies show that the problem of not having a business map is one of the problems that occur for businesses in rural areas (Haanurat et al., 2022; Maftahah et al., 2022). Limitations in business models are often the main factor that hinders the growth of agricultural and plantation businesses (Sudewa & Fahreza, 2021; Solihah et al., 2022; Wiyono et al., 2024). The same thing also happens in coffee agribusiness; the business model is one of the factors that has not been well organized by coffee farming entrepreneurs (Wijaya et al., 2023). Without a clear and innovative business strategy, coffee farmers tend to find it difficult to increase the competitiveness of their coffee products in the wider market. The study conducted by Kittichotsatsawat et.al. (2024) on coffee commodities from the Northern Thai mountain areas examined the sustainability of coffee businesses through supply chain analysis and business models. The findings were that it is important for coffee farmers to collaborate, maintain compliance with product quality standards and sustainable agriculture concepts, build a strong sense of ownership in the coffee business (while also playing the part of an investor), and enable a better sharing of knowledge. It is important for coffee businesses to apply technology and be literate in big data to improve efficiency and to respond to customer's feedback quickly.

Based on the results of observations and interviews that have been conducted, Mekarmanik Village has great potential. On the contrary, coffee farmers in Mekarmanik Village still face various challenges. One of the biggest challenges is implementing a business model that is not yet effective. This problem is relevant to problems that occur in other areas. As a response to these problems, this research proposes the application of the selected business model as a strategic solution. The business model was chosen because of its ability to identify the weaknesses and strengths of a business, as well as design appropriate strategies for future business development (Prawijaya et al., 2021). Previous studies show that an effective business model can have a positive impact on improving the quality of human resources, optimizing business management, and increasing the added value of products, which can ultimately strengthen the competitiveness of the agricultural and plantation sectors (Magfiroh, 2022). However, various studies also note that business models applied to agribusiness businesses, including coffee, often face challenges in implementation. These challenges include management systems that are not optimal, less effective marketing strategies, and limited human and financial resources (Sudewa & Fahreza, 2021).

This research uses the *Hijrah Business Model* as a framework for designing a more holistic and integrated coffee business strategy. *Hijrah Business Model* was chosen because of its comprehensive approach in accommodating strategic and operational aspects for the muslim community business, so that it can provide relevant solutions to the challenges faced by coffee farmers in Mekarmanik Village. This model is not only designed to improve managerial efficiency, but also to encourage product innovation and expand marketing networks, so that local coffee products can compete in a wider market.

To ensure the successful implementation of this business model, research also applies a collaboration between universities, the government, and entrepreneurs/farmers in the coffee sector in Mekarmanik Village. In the context of community service, universities act as facilitators who provide assistance, training, and innovation to coffee farmers. Universities play a role in empowering society through technology transfer and developing entrepreneurial capacity (Utami et al., 2019). In addition, universities now not only focus on education and research but also act as a link between academic innovation and industrial needs (Said & Abdullah, 2024). Research by Jiménez et al. (2021) shows that close cooperation between businesses and universities contributes to strengthening the competitiveness of economic sectors through the transfer of technology and knowledge. This is relevant to the context of Mekarmanik Village, which needs to collaborate

between universities and the business sector, so that it can help coffee farmers develop more competitive products.

On the other hand, this collaboration requires efficiency and the right dynamics so that it can run optimally. [Brem & Radziwon \(2017\)](#) highlight that the main challenge in implementing the Triple-Helix is ensuring synergy between the actors involved, especially in innovation projects that require appropriate time coordination and resource involvement. [Lerman et al. \(2021\)](#) also show that the Triple-Helix model can play an important role in establishing local innovation policies, which is relevant in the context of economic development based on local resources such as coffee in Mekarmanik Village. With a collaborative approach involving various stakeholders, it can support the sustainability of the local innovation ecosystem ([Hidayat et al., 2021](#)). The theoretical contribution of this study is the identification of business models that maintain social and environmental sustainability in a potential commodity business.

This research aims to identify coffee-based business models by implementing the Hijrah Business Model approach, which can be implemented by farmers in Mekarmanik Village. The Muslim community is very responsive to halal compliance, so that food and beverage products (including coffee) are important to pay attention to business principles that are carried out in an Islamic manner. The elaboration of this business model will open up opportunities for sustainable business development by mapping the potential and capacity of resources owned, covering 13 basic blocks. The current business position is still limited, so that business mapping is needed in detail and in greater depth, so that collaborative efforts can be made to encourage a forest-based coffee business in Mekarmanik with attention to the natural harmony, economy, and noble values of the community.

LITERATURE REVIEW

An Entrepreneurship Initiative for Local Economic Development

In the development of the concept below, the idea of community as a self-sustaining ecosystem has a long-term positive impact. Communities have a strong attachment to the land where they live and where they make a livelihood. The land naturally provides resources such as soil, water, and natural plants. Communities can develop skills to manage these resources. This skill will naturally develop better if it is strengthened by collaboration. The expertise is facilitated by collaboration with various strategic partners, including fostering an entrepreneurship mindset.

[Bosma et al. \(2018\)](#) indicate the positive role of entrepreneurship as a key to successful development through entrepreneurial types and activities. An econometric application of the model also found that institutional factors influence economic growth. Several predictor variables, consisting of institutional quality, financial stability, regulation, and skills, are the most important variables that influence productive entrepreneurship. Regulatory aspects have a negative relationship with entrepreneurial activity. The transmission of many variables gives a different amount of influence, so it is necessary to consider various dimensions in order to encourage entrepreneurship as a source of sustainable economic growth.

Entrepreneurs are believed to foster sustainable growth in local economies. The research findings around the world have proven that the role of entrepreneurs is very important. [Stoica et al. \(2020\)](#) conducted a study in European countries over a period of 17 years (2002-2018) using panel data analysis on three groups of entrepreneurs, including start-up entrepreneurs, opportunity-based entrepreneurs, and need-based entrepreneurs. These three groups of entrepreneurs significantly contributed to economic growth in Europe. The three groups of entrepreneurs have different effect sizes, with start-up and opportunity-based entrepreneurs turning out to be the key factors for sustainable economic growth. Another finding of the estimation is that need-driven entrepreneurs are more important in countries with innovation, while countries

in a position of transition are driven by opportunity-driven entrepreneurs. These dynamics indicate that entrepreneurial behavior differs in its impact according to time, location, and country needs.

[Qin et al. \(2020\)](#) revealed a group of key factors promoting village economy through a study involving quantitative analysis of 338 villages in the Northern Jiangsu region, China. Various variables, i.e., transportation, labor out-migration, and land, have a positive and significant effect on village economic development. Off-farm employment, entrepreneurship, and partnerships also positively influence the village economy with an inverted U-shaped effect. It is important for villages to intensify land use, encourage entrepreneurship, revitalize villages, improve infrastructure, and encourage the consolidation of agricultural land. Out-migration needs to be prevented by human resource investment that generates village entrepreneurs. Village's accessibility through the provision of transportation infrastructure is also essential.

[Enaifoghe & Ramsuraj \(2023\)](#) in their study in Africa indicated that local enterprises, especially Small and Medium Enterprises, have a positive impact on development. The research recommended that governments should invest in SMEs so that socioeconomic problems (including unemployment and poverty) can be addressed. For the government, SMEs help stabilize the economy and hence require a historically inclusive approach. It is important to actively involve groups such as women, people with disabilities, and Black Economic Empowerment (BEE). This implies that local economic initiatives need to explore the social and economic dimensions of the community so that they have a sustainable, positive impact on the local economy.

[Tahir & Burki \(2023\)](#) tested the effect of entrepreneurship on economic growth. The results show that entrepreneurship has a positive and significant effect on economic growth. This study also tested other variables, including trade openness and physical capital, which influence economic growth. The causality test of the relationship between entrepreneurship and economic growth indicates a one-way relationship, that entrepreneurship causes economic growth. The study suggests that young people should become entrepreneurs in order to solve the problem of unemployment.

The initiative to improve the local economy on a green economy basis is the focus of green entrepreneurship. The entrepreneurs who are responsive to the development of the green economy will have a positive impact on the application of the concept of sustainable development. [Mondal \(2023\)](#) examined the relationship among green entrepreneurship and credit policy, financial development, sustainable development goals, and trade openness using the Environment Kuznets Curve (EKC) hypothesis. The research was conducted using secondary data from 114 countries divided by income level. The finding is that green entrepreneurship has a significant impact on pollution reduction, income generation in a sustainable way. The hypothesis of the EKC is proven, that green entrepreneurship has a beneficial effect on all panel/subpanel variables, thus requiring extensive support for its practice.

[Prokopenko et al. \(2024\)](#) expressed that the green-entrepreneur approach is becoming a very effective approach to reduce carbon emissions. The Empirical study results indicate that green entrepreneurship campaigns can create a progressive culture of innovation because of the effort to find new ways to ensure businesses are pro-environment. New business models are always being discovered to create new jobs. An initiative that is being offered is the use of environmentally friendly technology. These entrepreneurs are initiating many new inventions to ensure economic activities that support the environment in the long run. These initiatives still require further cooperation with various institutions, such as entrepreneurs, investors, and governments, regarding the further adoption of the green business model.

Part of the strength of the community's economic initiative is the expanding entrepreneurial spirit. The society's orientation in the field of entrepreneurship is market-oriented and promotes self-employment activities. The findings of [Cheng et al. \(2025\)](#) in China's Hubei

Province indicated that the interactive relationship between two strategic orientations (market and entrepreneurial spirit) is closely related to firm performance. The research, which developed path-analysis techniques, found that strategic management practices are a significant part of entrepreneurship. The various responses and interactions to strategic decisions are needed, considering that entrepreneurs face many uncertainties such as pandemics, conflicts, technology, global market developments, and others. The entrepreneur can advocate for other entrepreneurs to work together to deal with these uncertainties.

A Malaysian study by [Said & Abdullah \(2024\)](#) found the important role of university and industry collaboration in driving innovation. The practices of innovation implemented by universities in industry catalyze the improvement of technology in Malaysia's national development. The obstacles for universities to implement their technology are procedural issues and technology commercialization barriers. However, the study is optimistic that university-government collaboration will promote sustainable economic growth in Malaysia, driven by scientific knowledge.

The number of aspects that need to be addressed to encourage business at the local economic level is relatively high. Many things and components need to be prepared for entrepreneurship to become a way of life. The constraints of accessibility, human resources, land, governance, managerial, and other variables need to be anticipated through optimizing the role of long-term partnerships. It is not possible to do everything independently at the local level. Thus, collaboration is an important step to overcome these barriers.

The previous studies suggest that entrepreneurship encourages local economic growth. A combination of factors is needed for entrepreneurs to have a greater impact in the long run. The entrepreneurs' higher income can be supported by green entrepreneurship, where entrepreneurs take moral responsibility for environmental sustainability. Green entrepreneurship is a way of cultural environmental responsibility that can not be separated from wealth creation. It is not just about creating income, but also collaboration, reducing environmental degradation, and empowering communities. The entrepreneur cannot depend on the government but must be involved in generating benefits.

RESEARCH METHOD

This research was carried out in Mekarmanik Village, Cimenyan District, Bandung Regency, West Java Province. The research location was selected by considering the potential of Mekarmanik Village as one of the long-standing coffee-producing areas in the Bandung Regency. One of the well-known ones to date is Rasagalar Coffee, which has historical roots since the colonial era, first introduced during the British colonial era and further developed by the Dutch ([Widagdo et al., 2024](#)). Until now, coffee production is still ongoing and is an important part of the agricultural identity of Mekarmanik Village.

The type of data used in this research consists of primary data and secondary data. Primary data was obtained through field observations and interviews conducted during the research process. The interview technique was carried out using an approach *focus interview* towards key informants, including cooperative administrators, coffee farmers, and other related parties who have in-depth knowledge of coffee cultivation and processing activities in the village. There were several stages of the primary data gathering. Firstly, a brainstorming Mekarmanik Village to find the main issues and potential businesses of the village. The discussion involved community leaders represented by three figures from the village cooperative and forest community organization (Mr. W, Mr. A, and Mr. Y). At the next stage, a deepening of the field (triangulation) involved seven coffee farmers. These seven farmers are recommended by the village cooperation leader based on the specific criteria (farmers who are actively joining the forest-grown coffee production). During the

deepening of field issues, this study accomplished data collection directly on the coffee farm. The study also implemented a second stage of triangulation with the Mekarmanik Village government, consisting of the village head and secretary (Mr. NS and Mr. RM). All parties involved are key informants of the study. Apart from that, data collection from farmers is carried out using techniques *accidental sampling*, namely a sampling method based on anyone the researcher happens to meet in the field and is deemed worthy of being used as a source of information, especially based on their involvement in coffee farming activities (Sugiyono, 2017).

Meanwhile, secondary data was obtained through documentation studies, which include literature from scientific articles, journals, institutional documents, as well as data from government agencies and other agricultural support institutions that are relevant to the research topic.

The results of the interviews have been obtained, then data analysis is carried out. The analytical tool used in this research is Analysis *Hijrah Business Tools*, which is a business model framework used to view and design a holistic and integrated strategy for Mekarmanik Village coffee farmers. The use of business model analysis tools was chosen because of their ability to identify the weaknesses and strengths of a business, as well as design appropriate strategies for future business development (Prawijaya et al., 2021). Previous studies show that an effective business model can have a positive impact on improving the quality of human resources, optimizing business management, and increasing the added value of products, which can ultimately strengthen the competitiveness of the agricultural and plantation sectors (Magfiroh, 2022).

The Hijrah Business Tool is a business model of Muslim business actors that began to be popularized in the 2020s as a form of social and economic responsibility of the muslim community in Indonesia in response to the development of various existing Muslim businesses. The basic principle of the business model is a business that brings merit not only in this world but also in the hereafter, starting with the intention, conducting business according to religious guidance (halal assurance). This approach prioritizes the Islamic principles of honesty, trustworthiness, and benefits for the community. The inspiration for this model is the development of the canvas business model. The main difference in the preparation of this Hijrah Business Tool is in the basic principles (halal business development with Islamic business principles) in the early stage. 13 aspects are explored and then grouped into certain blocks.

1. Who are your target customers?
2. How do you win the customers' hearts?
3. What are your potential sources of revenue?
4. Who are your sales channels?
5. How do you get your customers to buy?
6. What are your sales targets?
7. Who builds your product
8. How do you communicate?
9. What is your marketing target?
10. Who is your winning team?
11. How did you achieve it?
12. What are your financial targets?
13. Your company values

These descriptions are operationalized in the following blocks.

Name:
Company:
Project:

	INFRASTRUCTURE	PRODUCT	DELIVERY	CUSTOMER
WHAT?	12. What is your financial target??	09. What is your marketing target?	06. What is your sales target?	03. What is your potential income?
HOW?	11. Bagaimana saudara mencapainya?	08. How do you communicate?	05. How to get your customer to buy?	02. How do you win the consumer's heart?
WHO?	10. Who is your winning team?	07. Who develop your product	04. Who is your sales channel?	01. Who is your target consumer?
13. Your company values				

Source: Hijrah Business Framework, 2021

This research was conducted in Mekarmanik Village. Mekarmanik Village selection through approach *convenience sampling* approach by paying attention to regional characteristics based on recommendations from the Bandung Regency Government. Mekarmanik Village at this time. This research uses primary data obtained from observations and interviews conducted during the research. Apart from that, this research also uses secondary data obtained from articles, journals, and government institutions. The interview method in this research uses *focus interviews* with coffee farmers, cooperative administrators, and community leaders.

FINDINGS AND DISCUSSION

Coffee from the Forest Prospective

Mekarmanik Village is one of the areas with superior potential in the highland agricultural sector, especially in the cultivation of Arabica coffee. Base on [Desa Mekarmanik \(2025\)](#). This village is located in Cimenyan District, Bandung Regency, West Java Province, with an area of 749.91 hectares. The village topography is dominated by hilly areas with heights ranging from 600 to 1,200 meters above sea level. The tropical climate, which is wet to dry, and the characteristics of loose soil make this village very suitable for the development of sustainable coffee commodities.

Most of the village area, approximately 560 hectares, is located in a forested area managed by two main institutions: Perum Perhutani and the Ministry of Environment. This land has been utilized since 2007 through the Land Program for an Integrated Economy, and is now the main base for the community's productive agricultural activities. Around 400 hectares of the area are used for coffee cultivation through an intercropping system with pine plants. This planting pattern is carried out by following conservation regulations, which prohibit cutting down pine trees, so that coffee is planted at the ideal distance from existing pine trees. This intercropping model not only supports land productivity but also maintains the ecological function of the forest.

Coffee cultivation activities in Mekarmanik Village involve more than 300 active farmers, with an average productivity of 3–4 kilograms of coffee fruit (cherry) per tree. To produce 1 kilogram of green coffee beans (green beans), it takes about 5 kilograms of cherries. The estimated annual coffee production in this village reaches 400–500 tonnes of fresh coffee cherries, and even reaches 600 tonnes in certain harvest periods. This data confirms the position of Mekarmanik Village as one of the important Arabica coffee production centers in the West Java region.

In the last harvest season, the selling price of cherry coffee at the farmer level ranged from IDR 13,000 to IDR 15,000 per kilogram. Meanwhile, high-quality green coffee beans can reach a price of IDR 80,000 to IDR 120,000 per kilogram. The significant difference in economic value between cherry and green bean makes the post-harvest process a crucial aspect in improving farmer welfare. However, only a small number of farmers can process coffee to this stage, green bean, due to limited equipment and costs. Processing costs for green beans are estimated at around IDR 500 per kilogram, not including distribution components, labor, and equipment maintenance. Nevertheless, green bean has advantages in terms of shelf life and flexibility in sales times, so it is often seen as a form of investment by some farmers.

The "*Rasa Kopi Galor*" cooperative, which was founded in 2021, plays an important role in developing farmers, providing training, helping with market access, and facilitating processing equipment. The cooperative has two processing machine units that can be rented by farmers, although their capacity is still limited. So far, the cooperative has encouraged the use of green beans as a means of drying coffee, but only around 30% of farmers have this facility independently. The rest still have to borrow or entrust the harvest to a greenhouse belonging to other farmers. However, farmers still face many obstacles. In terms of legality, most of the land used for coffee farming is still in protected forest areas, so land use is subject to limited and periodic permits. This creates uncertainty in long-term sustainability and limits medium-term investment initiatives by farmers. Apart from that, farmers also face challenges in accessing subsidized fertilizer and equitable capital loans, even though the interest-free loan program has been introduced by the government.

Competition in the coffee commodity sector in this region is relatively high, especially with other production centers in West Java, such as Pangalengan and Malabar, which have previously been well established in terms of quality and reputation as a local brand. Mekarmanik's coffee must be able to offer differentiation, especially in taste quality and story value, to be able to compete in the increasingly growing coffee market. Some farmers have started processing coffee into powder for household consumption or needs, but in limited quantities.

Other obstacles faced are poor road infrastructure to the plantations, especially during the rainy season, and the absence of an adequate irrigation system, which creates a risk of landslides. Climatic factors are also the main determinant of harvest success. Long dry seasons or extreme rainfall can significantly affect coffee productivity and quality. As a forest-grown coffee, this business depends on natural resources. The business expansion needs to deal consistently with the natural balance. The excess of exploration can influence forest sustainability. The cooperation program with the forest community organization should be well-conducted.

Analysis of the Mekarmanik Village Coffee Business Model Using the *Hijrah Business Model*

Approach-based business model analysis, *Hijrah Business Tools*, is applied to cooperatives, as well as administrators and members of coffee farmer groups in Mekarmanik Village. This analysis illustrates how the process of value creation and business management is carried out in a structured manner through the role of cooperatives and farmer groups. The main activities are focused on the coffee business carried out by coffee farmers, from planning to marketing the final product.

Table 1. Results of the Identification of Hijrah Business Tools for Coffee Business in Mekarmanik Village

No	Aspects of the Business Model	Identification Results
1	Who is your target consumer?	Target consumers include traditional markets, the local food industry, household consumers, coffee shops, and direct buyers who are using online platforms.
2	How do you win a consumer's heart?	Consistently improving product quality, maintaining unique taste, providing responsive service, setting competitive prices, and developing strategies. <i>Branding</i> and attractive packaging.
3	What are your potential sources of income?	The main source of income comes from the increasing selling prices, which are achieved through quality improvements in the coffee processing process.
4	Who are your sales channels?	Product distribution is carried out through cooperatives, coffee lover communities, direct selling, as well as distribution by collectors or middlemen.
5	How to make your customers buy?	The strategy to encourage purchases is carried out by building local brands, diversifying products from raw materials to processed products, and maintaining continuity of supply and quality.
6	What is your sales target?	Sales targets is focused on increasing the volume of harvest without sacrificing product quality.
7	Who created/built your product?	Internal and external communication is carried out through cooperatives and farmer groups, which function as channels for information, education, dissemination of innovation, and partnership relations.
8	How do you communicate?	Internal and external communication is carried out through cooperatives and farmer groups, which function as channels for information, education, dissemination of innovation, and partnership relations.
9	What is your marketing target?	Marketing targets include increasing the added value of products through improving taste quality, strengthening trademarks, and expanding partnerships with larger-scale markets.
10	Who is your winning team?	The team that drives business success consists of cooperatives, farmer groups, and strategic business partners

No	Aspects of the Business Model	Identification Results
11	How do you achieve it?	This achievement was achieved through improving product quality, building long-term partnership relationships, and collaborating with various stakeholders.
12	What are your financial targets?	The financial target is directed at improving the welfare of coffee farmers through optimizing the quality of production results, which has an impact on increasing the selling value.
13	What are your company's values?	The main values upheld include honesty, environmental preservation, and commitment to the sustainability of the quality of coffee taste.

Source: Processed from field survey results, 2025

The main activities of coffee farmers are focused on intercropping coffee cultivation in forest areas, post-harvest processing, and selling coffee products in various forms, including raw materials (green bean) as well as the final product. Farmer groups in this village build strategic partnerships with cooperatives as entities that bridge farmers with markets, and play a role in education and strengthening production capacity. Relationships with consumers are mostly direct through local markets, coffee shops, as well as online sales platforms. The products offered have added value in terms of distinctive taste and the narrative of sustainable forest coffee.

The main resources in this business operation include forest land that is legally utilized through the Land Program for an Integrated Economy, labor from local farming communities, as well as simple equipment for the production process. Knowledge about coffee processing also continues to be developed through training and mentoring. Distribution channels include cooperatives, collectors, and coffee lover communities who have become partners. The main strategy in winning the hearts of consumers is carried out through improving product quality, strengthening local brands, and diversifying the form of coffee derivative products. Revenue streams are derived from product sales in various market segments, while the cost structure includes production, transportation, and packaging costs. By exploiting unique geographical and ecological potential, this business model shows the direction of development towards a more independent, sustainable, and community-based local economic system.

The findings above require various concrete steps to encourage the local economy to grow sustainably. Strengthening regional excellence through coffee is one example of a business that can increase its scale with strong upstream-downstream relationships, considering the position of Mekarmanik Village connected to the urban area of Bandung City. Various capacity increases with various related institutions, considering that important findings from business model identification are the existence of strategic partners and the strength of local identity, including the existence of cooperatives. This sustainable local development mission is in line with the findings of [Kalogiannidis et al. \(2023\)](#) through a case study in Greece. The study states that the space for important local skills is being opened as much as possible. The shortcomings faced by society can be solved by involving various parties. Facilitation of local skills will become a strong identity of economic development.

One institution that can be encouraged is the role of village business entities (BUMDes), which can also increase the village's superior commodities. In the case study of Mekarmanik Village, the role of cooperatives is getting stronger. The interviews with productive farmers indicate that

the role of cooperatives is meaningful to farmers. The farmers acknowledged that the cooperative makes it easier for them to access capital due to cooperative funds and machinery purchases. The cooperative also contributes to knowledge transformation for coffee processing experiments. The farmers finally agreed that the best coffee is produced by the quality farmers. Mr. Y mentioned that

"The cooperative keeps me busier now" – Mr. Y

Mr. A, on the other hand, stated that

"The cooperative provides benefits for me" – Mr. A

This achievement is in line with the findings of [Sudewa & Fahreza \(2021\)](#) through the approach of *sharing economy* and *gig economy* by optimizing cooperation between various institutions, because it was found that the business model for this superior commodity still had managerial obstacles. Villages can take advantage of various institutions that focus on coffee product innovation as well as expanding marketing networks. The urgency of collaboration with various stakeholders is also strengthened by various previous research, such as [Hidayat et al. \(2021\)](#), which found the importance of the Pentahelix approach, consisting of involving academics, business, community, government, and media, supporting superior village development. Each stakeholder will carry out their functions according to the needs of the village economy through the unique characteristics and capacities of each institution. One of the strengths of the media is said to be a reliable aspect of introducing superior village commodities and providing extensive information to potential buyers and investors who are interested in developing the coffee business. Pentahelix collaboration also allows for complete problem solving through synergy and sustainability.

The cooperative orientation in developing the Mekarmanik Village coffee commodity can also play a sustainable role in universities so that innovation can be carried out simultaneously through the Triple Helix approach as expressed by [Jiménez et al. \(2021\)](#), namely with the involvement of industry, universities, markets and society. Currently, many universities are strongly connected to industry, and there are even spin-offs from industry to higher education to facilitate the transfer of knowledge and industry-market-society needs so that innovation can be carried out quickly. On the one hand, universities need lots of patents (innovation) while companies need various changes to remain competitive.

Commodity management in Mekarmanik Village still requires assistance from innovation institutions, not only from the aspect of processing coffee commodities as well as various derivative products to produce an environment with a business concept "zero-waste" and environmental certainty, especially the role of the village as an environmental buffer in the Greater Bandung area. The development of coffee commodities in Mekarmanik Village needs to comply with environmental sustainability. The identity as "coffee produced by sustainable forests" is very marketable, especially for the international market. The coffee commodity business model can achieve added value, which is made easier by community service, which is implemented after research based on the needs of the development business model.

The presence of universities is a real contribution to the *triple-helix approach*. Previous studies support the benefits of developing a business model. A study by [Wijaya et al. \(2023\)](#) states that the training given to farmers in Kulonprogo Regency can be used not only as a tool to identify business conditions, but it can also be presented as an attraction for investors in the coffee commodity. Business model identification tools also provide a clear picture of business conditions and solutions that can be provided so that interventions carried out by institutions are right on

target, Rahmawati et al. (2023), for example developing an appropriate marketing communications strategy. Various other studies also indicate that the identification of business models, continuity of networks with government and universities, provide major benefits for long-term business sustainability.

CONCLUSIONS

This study provides a clear picture of the condition of the leading coffee commodity business model in Mekarmanik Village. The leading commodities based on the business model identification results are: has the strength of history and geography, coffee taste, coffee quality, commodity winning team, partnerships, but has a high dependence on middlemen. Various sources of excellence must be maintained and strengthened, but various elements that can weaken competitiveness must be an important concern to obtain a solid business model and have long-term income implications for the residents of Mekarmanik Village. The study also found a gap in the focus of forest-grown coffee development as a framework for green entrepreneurship expansion. Several business model identities, such as values and business cooperation, include the internalization of Islamic values to maintain long-term competitiveness. As a forest-grown commodity, the coffee business should be strongly related to the environmental function. The business improvement using 13-part entities can inspire the business ecosystem.

Mekarmanik Village, especially local coffee farmers and producers, can take advantage of the strategic partnership of various parties to encourage various activities, and mutually beneficial business synergies. Various future programs that are strengthened are: the role of community cooperatives with better managerial capacity so that they can open wider markets while maintaining coffee quality. Various derivative businesses can be created to become a source of income for farmers and cooperatives. The modern muslim-green entrepreneur should contribute to the forest-grown coffee business for farmers' long-term prosperity.

LIMITATION & FURTHER RESEARCH

This study is a preliminary study before community service is conducted. The main limitation in this study is the use of methods based on community perspectives without being triangulated with the perspectives of other business stakeholders (benchmarking scheme) with the same business in different places with different actors. Business model analysis requires benchmarking to obtain an ideal business model that ensures sustainable community income. This study is also still limited to observing coffee farmers, cooperatives, and village governments. For future research, the study can involve successful coffee entrepreneurs to obtain a complete perspective on developing green business models. In the future, a more comprehensive approach is needed by involves variables that increase productivity and factual solutions needed as part of participatory action research.

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