



BUSINESS DEVELOPMENT PLAN FOR COFFEE TRAINING AT CH3FFEIN COFFEE RESEARCH AND DEVELOPMENT UNIT

Katharina Veronika¹, Meriza Hendri²

Master of Management Program, Graduate School, Widyatama University, Bandung, Indonesia

katharina.veronika@widyatama.ac.id¹; meriza.hendri@widyatama.ac.id²

ARTICLE HISTORY

Received:

January 21, 2026

Revised

January 25, 2026

Accepted:

January 29, 2026

Online available:

April 11, 2026

Keywords:

Business Planning, Coffee MSMEs
Coffee Training Unit

*Correspondence:

Name: Katharina Veronika

E-mail:

katharina.veronika@widyatama.ac.id

Editorial Office

Ambon State Polytechnic

Centre for Research and

Community Service

Ir. M. Putuhena Street, Wailela-

Rumahtiga, Ambon

Maluku, Indonesia

Postal Code: 97234

ABSTRACT

Introduction: The growth of Indonesia's coffee industry has led to an increase in coffee MSMEs, baristas, and coffee shops, yet there remains a gap in structured, practice-based coffee training. In response, the Ch3ffein Coffee Training Unit aims to develop a business plan for a research-based training center.

Methods: This study focuses on formulating a business plan for the Ch3ffein Coffee Training Unit by: first, analyzing Ch3ffein's business strategy using the Design Thinking approach, Business Model Canvas, Lean Canvas, and Entrepreneurial Process to create effective development strategies; second, developing a business plan from the perspectives of finance, marketing, operations, human resources, digitalization, innovation, and risk management, based on a SWOT analysis; and third, evaluating the business feasibility using the Timmons Model and financial indicators like Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, and Profitability Index. The study adopts a qualitative descriptive method, using observation, unstructured interviews, document reviews, and secondary data analysis related to the coffee industry and MSME development.

Results: Financial projections show positive results, with a favorable NPV, rate of return, short payback period, and Profitability Index above one, indicating solid financial feasibility. Ch3ffein benefits from competitive advantages in its research and laboratory base, operational flexibility, and strong connections within the coffee industry and MSMEs. The development of this training unit offers significant opportunities for both business growth and social impact by supporting the improvement of competencies and competitiveness among coffee MSMEs. Recommendations include strengthening instructor capacity, gradually upgrading facilities, and expanding strategic collaborations with industry stakeholders to ensure long-term sustainability.

INTRODUCTION

The global coffee training industry has been experiencing significant growth due to the increasing demand for skilled professionals in key areas, including roasting, sensory evaluation, green coffee bean handling, and barista training. The Specialty Coffee Association (SCA) in its Annual Report 2023 emphasizes that coffee education is a primary focus, highlighting the development of global curriculum standards and the expansion of Authorized SCA Trainers worldwide. This growth reflects a rising demand for trained professionals within the sector (SCA, 2023).

Furthermore, the World Coffee Research (WCR) Annual Report 2022 underscores the importance of enhancing human resource capacities globally to maintain the quality and consistency of coffee, with a particular focus on training in quality evaluation techniques and coffee bean characteristics (WCR, 2022). The International Coffee Organization (ICO) also discusses how the growth of global coffee consumption has driven increased educational activities, training, and certification, providing further opportunities for training centers that offer international-standard curricula (ICO, 2023).

In Indonesia, the coffee training industry has expanded significantly in the past decade. With the rise in the number of cafes, the growing demand for skilled baristas, and the flourishing specialty coffee ecosystem in major cities, the need for structured coffee training has never been more pressing. The Lembaga Sertifikasi Profesi Pariwisata (LSPP) reports that the number of participants in barista certification training increased from about 2,500 in 2017 to over 12,000 in 2023, reflecting a strong demand for competency-based training in the coffee sector (LSPP, 2023). The growth of coffee shops has further driven the need for structured training, including green bean grading, roasting, sensory analysis, manual brew techniques, and espresso extraction (SCAI, 2022). Culinary education platforms such as Toffin Academy and Indonesia Coffee Academy also reported a 30–45% increase in class registrations between 2021 and 2024, primarily from small and medium-sized enterprises (SMEs) and aspiring baristas (SCAI, 2022).

As the coffee industry continues to grow in Indonesia, so does the necessity for specialized, high-quality training programs that meet international standards. A shortage of skilled labor at the farmer, small business owner, and barista levels hampers the industry's ability to compete effectively on both national and international markets. This gap is primarily caused by limited access to training, inadequate post-training support, and the lack of integrated training facilities that cover all aspects of the coffee value chain. The Ch3ffein Coffee Training Unit was established to bridge these gaps by offering comprehensive training programs for coffee SMEs and industry players, covering everything from cultivation and processing to roasting, cupping, product innovation, café management, and digital marketing. By providing a practical, research-based curriculum, Ch3ffein aims to enhance the competencies of coffee entrepreneurs and contribute to the broader ecosystem, fostering better quality products and increasing competitiveness within the coffee sector.

In conclusion, the rapid growth of coffee consumption and the evolving needs of the coffee industry present substantial opportunities for training institutions like Ch3ffein to develop and implement integrated, innovative, and market-relevant training programs. These efforts will be critical for sustaining the competitiveness of the coffee sector, particularly in supporting the development of local coffee SMEs and advancing the national coffee industry (Databooks, 2025; Snapcart TASC, 2023).

LITERATURE REVIEW

Entrepreneurship Theory

Entrepreneurship involves creating new value by taking risks in exchange for rewards such as profit and satisfaction (Hisrich, 2018). It's characterized by creativity, innovation, and risk-taking in response to market changes (Kaniawati et al., 2024). Entrepreneurship is not just about starting new businesses but also about adapting to the dynamic market environment.

Creativity and Innovation

Creativity is the ability to generate original ideas (Runco & Jaeger, 2015), while innovation is implementing these ideas to create real value (Anderson et al., 2018). Entrepreneurs need to think creatively to stay competitive and adapt to market changes (Nugraheni et al., 2025).

Business Environment

A business operates within both internal and external environments. Internal factors include human resources, capital, and technology, while external factors encompass economic, social, and political influences (Nugraha et al., 2023). Understanding these factors is crucial for developing effective strategies.

Business Model Canvas (BMC)

The Business Model Canvas (BMC) provides a visual framework to design, analyze, and modify business models. It helps entrepreneurs understand customer needs and quickly test ideas, facilitating strategic decision-making (Osterwalder & Pigneur, 2010).

Lean Canvas

The Lean Canvas is a simplified version of the BMC, focused on rapidly validating business ideas. It emphasizes identifying customer problems, formulating solutions, and defining unique value propositions (Maurya, 2020).

Entrepreneurship Process

The entrepreneurship process involves identifying and exploiting opportunities to create value, requiring skills in leadership, market understanding, and resource management (Timmons & Spinelli, 2011). This dynamic process helps entrepreneurs navigate risks and changes in the business environment.

RESEARCH METHODS

This study uses a qualitative approach with a descriptive research design to examine the development and implementation of the Ch3ffein coffee training business. According to Sugiyono (2022), descriptive research aims to provide a comprehensive understanding of phenomena by exploring their characteristics and providing detailed insights. This approach is particularly suitable for understanding the operational activities of Ch3ffein, including the integration of research-based training and business development strategies within the coffee industry.

The research object for this study is Ch3ffein, a business unit established to provide coffee training and capacity-building programs for micro, small, and medium enterprises (UMKM) in the coffee sector. Ch3ffein offers comprehensive training across the coffee value chain, focusing on areas such as post-harvest processing, roasting techniques, product innovation, coffee shop management, and the overall improvement of business practices. This research investigates the processes and strategies employed by Ch3ffein in developing and delivering its training programs and how these efforts contribute to the growth and competitiveness of local coffee businesses.

This research employs an applied research method, as outlined by Zulganef (2018), which focuses on applying research findings directly to solve practical business challenges. Specifically, a descriptive qualitative method was chosen to explore the training operations, effectiveness, and business impact of Ch3ffein's programs. By using qualitative research, this study seeks to document how Ch3ffein's training activities are executed, their alignment with business goals, and the role of research in shaping practical training content.

Data collection in this study involved a combination of observations and unstructured interviews. Observations were conducted by directly engaging with Ch3ffein's training sessions, both in terms of theoretical modules and practical lab activities. This method allowed the researcher to assess the real-time implementation of training activities, including how research findings are incorporated into training materials and how participants engage with the content. Additionally, unstructured interviews were held with key stakeholders involved in the training process, such as training managers, instructors, operational staff, and UMKM coffee business owners. These interviews provided in-depth insights into the challenges faced by Ch3ffein, the effectiveness of its training approach, and the potential for future business development.

Secondary data for this study was obtained from internal documents, including Ch3ffein's training program reports, financial records related to training services, and previous research publications on coffee training and business development. These documents helped contextualize the primary data and provided a historical overview of Ch3ffein's training operations and business growth.

Operational variables for this research include training effectiveness, which is evaluated based on participant feedback, trainer competency, and the applicability of the training content to real-world coffee business needs. Additionally, business growth and competitiveness are assessed by examining the impact of training on participants' business performance, product innovation, and market expansion. Innovation is another key variable, measured by the development of new coffee products and processes that result from Ch3ffein's training and research integration.

The research design for this study focuses on creating a comprehensive business development plan for Ch3ffein. The plan includes several key components: company profile, environmental analysis, SWOT analysis,

business strategy formulation, marketing strategy, operational strategy, human resources strategy, financial strategy, digitalization, innovation strategies, risk management analysis, and legal aspects. The goal of this research is to provide actionable insights that will help Ch3ffein strengthen its position in the coffee training industry and expand its impact on local coffee businesses.

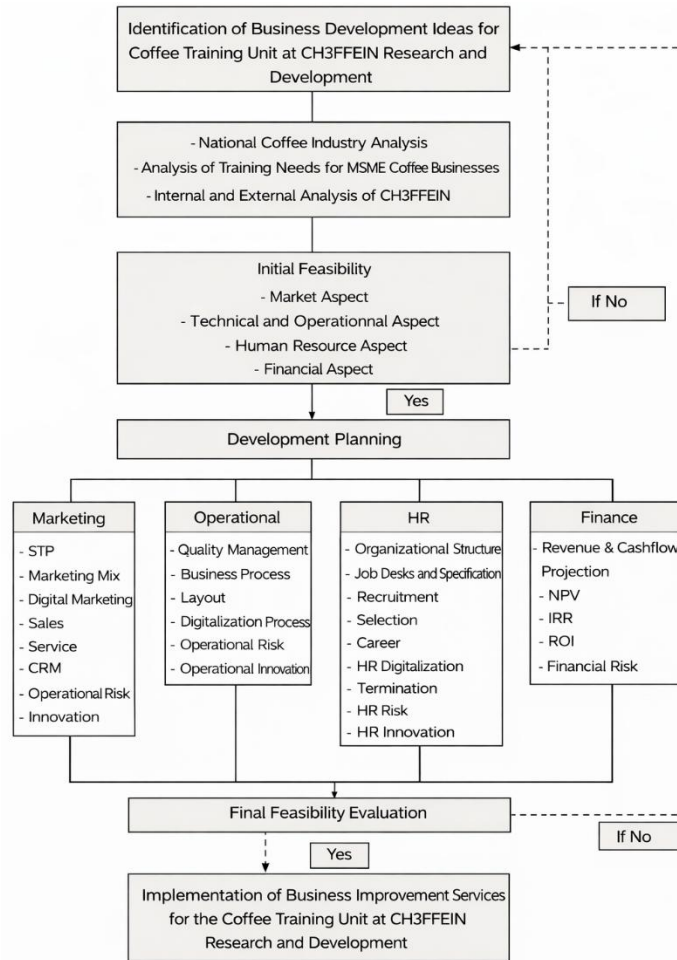


Figure 1. Research Paradigm
Source: Author's Analysis, 2025

RESULT AND ANALYSIS

This study investigates the development of the Ch3ffein Coffee Training Unit and its impact on the capacity building of micro, small, and medium enterprises (MSMEs) in the coffee sector. The business plan was evaluated using a combination of methodologies including Design Thinking, Business Model Canvas (BMC), and SWOT Analysis to formulate a comprehensive development strategy.

Design Thinking was the central framework used to understand the needs of stakeholders, including coffee MSMEs, baristas, and farmers. By applying this user-centered approach, the study identified key challenges and opportunities for innovation in the coffee training process. Through the Empathize and Define stages, the study revealed that participants were seeking practical, hands-on training that directly addressed the complexities of coffee production, from cultivation to market expansion. The Ideate and Prototype stages resulted in the development of new

training modules focusing on advanced techniques such as roasting, cupping, and product innovation. The Test phase confirmed that participants appreciated the comprehensive nature of the training and the integration of research-based practices into the curriculum.

Using the Business Model Canvas (BMC), the study mapped out the structure of Ch3ffein’s operations. The canvas highlighted key components such as customer segments, value propositions, key activities, and revenue streams. The analysis showed that Ch3ffein's training programs are targeted at multiple customer segments, including small coffee producers, coffee shop owners, and aspiring baristas. The value proposition lies in the offering of research-based training that bridges the gap between theoretical knowledge and practical skills, aimed at improving product quality, business management, and market competitiveness.

The SWOT Analysis further refined the understanding of Ch3ffein's strategic position. Strengths identified included its ability to offer tailored, research-driven training programs and its collaboration with coffee industry stakeholders. Weaknesses were found in the dependency on external funding and the limited reach of training facilities. Opportunities included the growing demand for skilled labor in the coffee industry and the potential for partnerships with universities and international coffee organizations. Threats included competition from other training providers and the challenges of scaling operations in a rapidly changing market.

The analysis revealed that Ch3ffein’s training programs significantly contribute to improving the operational capacity and product innovation of coffee MSMEs. The training’s focus on hands-on practices and research integration was found to enhance the technical and entrepreneurial skills of participants, with many businesses reporting improved product quality and more efficient operations. However, the analysis also indicated that market expansion was slower than expected, with businesses facing barriers such as limited access to new distribution channels and the need for more extensive marketing support.

Table 1 Timmons Feasibility Analysis

Variabel	Kriteria	Indikator Potensi Tinggi	Indikator Potensi Rendah	Keterangan (Hasil Penelitian)
1. Pasar dan Margin Related Issues	Kebutuhan dan Keinginan Konsumen	Teridentifikasi	Tidak teridentifikasi	Teridentifikasi (kebutuhan peningkatan kompetensi UMKM kopi)
	<i>Customer</i>	Terjangkau dan menerima produk/jasa	Tidak / sulit dijangkau	Terjangkau (UMKM kopi, barista, pelaku usaha)
	<i>Payback Period</i>	< 1 tahun	> 3 tahun	0,77 tahun (±9 bulan)
	Nilai Tambah (IRR)	> 5,75%	< 5,75%	158%
	Tingkat Pertumbuhan Pasar (CAGR)	≥ 20%	< 20%	15,00%
	Tingkat Laba Kotor	≥ 40%	< 20%	40,0%
2. Competitive Advantage	Biaya Tetap dan Tidak Tetap	Tinggi (efisien)	Rendah	Tinggi (biaya tetap terkendali, skala fleksibel)
	Tingkat Pengendalian Harga dan Biaya	Tinggi	Rendah	Tinggi (harga mandiri, biaya operasional efisien)

Variabel	Kriteria	Indikator Potensi Tinggi	Indikator Potensi Rendah	Keterangan (Hasil Penelitian)
	Jaringan	Luas dan kuat	Sempit	Luas (komunitas kopi, UMKM, barista)
3. Value Creation & Realization Issues	Net <i>Profit</i> Margin	10–15% atau lebih	< 5%	6,68%
	Waktu Arus Kas Positif	< 2 tahun	> 3 tahun	Tahun ke-1
	<i>Return on Investment</i> (ROI)	≥ 40–70%	< 20%	146,23%

CONCLUSION

This study concludes that the development of the Ch3ffein Coffee Training Unit is a viable business initiative that effectively addresses the need for structured, research-based coffee training programs for micro, small, and medium enterprises (MSMEs) in the coffee industry. The design thinking approach identified key challenges, including the lack of integrated training programs and the need for comprehensive skills development across various aspects of coffee production. The integration of roasting, cupping, product formulation, branding, and digital marketing into the training curriculum enhances the technical, managerial, and entrepreneurial skills of coffee MSMEs.

The SWOT analysis revealed that Ch3ffein has significant strengths, including its research base, flexible operational structure, and wide coffee community network. However, it also faces challenges such as limited funding and competition from other training providers. The analysis suggested that with proper strategic adjustments, Ch3ffein can enhance its market position and competitiveness.

Financial and entrepreneurial feasibility analyses showed that Ch3ffein's business model is financially sustainable, with strong returns on investment (IRR of 158%) and a short payback period (0.77 years). Despite some challenges, the overall outlook for the coffee training unit is positive, with a clear path for continued growth and development.

In conclusion, the study affirms that the Ch3ffein Coffee Training Unit has the potential to become a competitive, sustainable hub for coffee education, with recommendations for strengthening resources, diversifying funding options, and improving training certification to ensure long-term success.

REFERENCES

- Andini, N. S. (2024, April). *Kopi rajai pasar minuman selama Ramadan, raih Market share tertinggi, 33,1%*. Kompas.co.id. <https://kompas.co.id/article/Market-insight-kopi-rajai-pasar-minuman/>
- Anita, S. Y., Kustina, K. T., Wiratikusuma, Y., Sudirjo, F., Sari, D., Nurchayati, Rupiwardani, I., Ruswaji, Nugroho, L., Rakhmawati, I., Harahap, A. K., Anwar, S., Apriani, E., & Sucandrawati, N. L. K. A. S. (2023). *Manajemen risiko*. PT Global Eksekutif Teknologi.
- Arsiadjienaldo, B., & Hendri, M. (2024). Perencanaan Bisnis Untuk Proyek Perumahan Pesona Permata Hijau 3 Di Pt. Griya Omega Estetika. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 8(3), 2723-2751. <https://doi.org/10.31955/mea.v8i3.4800>
- Asari, A., Widiana, I. N. W., Nur, S., Muniarty, P., Lotaningrat, D., Rijal, S., Safrizal, H. B. A., Abdurohim, Arifin, Putra, A. C., Ahmad, I., & Muslimin, M. (2023). *Manajemen inovasi*. CV Istana Agency.

- Badan Pusat Statistik. (2024). *Statistik Kopi Indonesia 2023* (Vol. 8). Jakarta: BPS-Statistics Indonesia.
- Becker, M., & Bröcker, J.-O. (2021). *Business Model Canvas – Overview of the main advantages and disadvantages* (IUCF Working Paper No. 6/2021). ZBW – Leibniz Information Centre for Economics. <https://hdl.handle.net/10419/234963>
- Bothare, V. (2024). *Coffee Market Size, Share & Trends Analysis Report, 2025-2033*. Straits Research.
- Compas. (2020). *Data penjualan kopi di 3 MarketPlace populer saat pandemi*. Kompas.co.id. <https://kompas.co.id/article/data-penjualan-kopi/>
- Gunawan, A., Nasution, M. Y., & Aulia Grafika. (2022). *Pengantar manajemen keuangan* (Cet. ke-4). Bandung: Citapustaka Media.
- Hintoro, S., & Wijaya, A. F. (2021). Analisis strategi bersaing pada Biznet Branch Salatiga menggunakan Porter's Five Forces. *Jurnal Ekonomi Manajemen Sistem Informasi*, 2(6), 729–738. <https://doi.org/10.31933/jemsi.v2i6.613>
- Huang, R., Liu, D., Adarkwah, M. A., Wang, H., & Shehata, B. (Eds.). (2024). *Envisioning the future of education through design*. Springer Nature Singapore. <https://doi.org/10.1007/978-981-97-0076-9>
- Ihwanudin, N., Nugroho, L., Bangun, R., Darmaningrum, K., Juliansyah, R., MY, A. S., Dewi, I. C., Nopiyani, P. E., Kraugusteeliana, Krisnanik, E., Suganda, A. D., Aryani, L., Marietza, F., Yudawisastra, H. G., Koynja, J. J., & Purwanda, E. (2023). *Ekonomi dan bisnis digital*. Widina Bhakti Persada Bandung.
- Kaniawati, K., Nuri, N., Sinaga, O., Mohamed, H., Efendi, R., & Roespinoedji, R. (2021). *Coffee Business development model*. *Review of International Geographical Education*, 11(6), 432-443.
- Kusmiati, M. (2024). *Manajemen operasional jasa 4.0: Strategi digital untuk manajemen jasa, meningkatkan kinerja dan kepuasan pelanggan*. CV Aksara Global Akademia.
- Maulida, E., Djuanda, G., Silalahi, I. V., Yasa, N. N. K., Rahmayanti, P. L. D., Tasrim, Wardhana, A., Widagda K, I. G. N. J. A., Aprilia, H. D., Yusiana, E., Atika, & Ismail, R. S. (2021). *Manajemen strategik*. CV Media Sains Indonesia.
- Nugraha, J. P., Elvira, L., Yunus, A. I., Bormasa, M. F., Sholihah, D. D., & Puspitasari, R. (2023). *Manajemen bisnis*. PT Global Eksekutif Teknologi.
- Nugraheni, T., Negara, A. K., Fadly, H., Zulhendra, Djunaid, A., Hadikusumo, R. A., Harisandi, P., Syofya, H., & Hidayat, B. A. (2025). *Kreativitas dan inovasi bisnis*. Yayasan Cendikia Mulia Mandiri.
- PISAgro. (2023). *Annual Report PISAgro 2023*.
- Rahmanulloh, A. (2025, Mei 19). *Coffee Annual Report – Indonesia (ID2025 0021)*. USDA Foreign Agricultural Service.
- Ridwan, A. (2025, July 7). Preferensi konsumsi kopi warga Indonesia pada 2025. *Databoks*. <https://databoks.katadata.co.id/produk-konsumen/statistik/686b637ab0009/preferensi-konsumsi-kopi-warga-indonesia-pada-2025>
- Santino Coffee. (2024, Februari 27). *Data Konsumsi Kopi di Indonesia Terbaru: Meningkat Setiap Tahun!*
- Santoso, L. W., Febrian, W. D., Siburian, U. D., Ritonga, P. T., Suwarni, T., Istikomah, Rijal, S., Herdiansyah, D., Bilgies, A. F., Sintesa, N., Sudirjo, F., Pribadi, F. S., Luturmas, F. B., Jaya, A., & Junaidi, A. (2023). *Pengantar kewirausahaan*. Padang: PT Global Eksekutif Teknologi. ISBN 978-623-198-090-8.
- Sarjana, S., Widiana, I. N. W., Verawaty, Mashadi, Umar, M. A., Sisilia, K., Sidjabat, S., Utami, A. R., Raharto, E., & Fauzan, R. (2022). *Manajemen pemasaran*. PT Global Eksekutif Teknologi.
- Siagian, V., Yuniwati, I., Rahman, A., Lifchatullaillah, E., Inayah, A. N., Nurbayani, H., Dewi, I. K., Mistriani, N., & Simarmata, J. (2020). *Pengantar kewirausahaan*. Yayasan Kita Menulis.

- Snapcart. (2023, October 2). *Indonesia's coffee consumption trends in 2023*. Snapcart Global. <https://snapcart.global/indonesias-coffee-consumption-trends-in-2023/>
- Subhaktiyasa, P. G., Sabur, F., Faisal, A., Hartini, & Wahyudin, Y. (2024). *Kewirausahaan: Membangun jiwa entrepreneurship sejak dini*. PT Sonpedia Publishing Indonesia.
- Sugiyono. (2022). *Metode penelitian: Pendekatan kuantitatif, kualitatif, dan R&D* (Edisi revisi). Alfabeta.
- Suhardi, M. (2023). *Buku ajar Dasar Metodologi Penelitian*. Penerbit P4I.
- Suherman, A., & Siska, E. (2024). *Manajemen Sumber Daya Manusia*. PT MAFY Media Literasi Indonesia.
- Susiani, D., Mardianto, T., & Dedali, S. H. (2024). *Aspek Hukum dalam Bisnis*. Tahta Media Group.
- Universitas Katolik Parahyangan. (2025). *Sejarah Universitas Katolik Parahyangan*. Diakses 26 Juli 2025.
- Wismadi, A., & Rochman, N. T. (2021). Materi konferensi *Growth Fest UII: "Scaling Deep to Scaling Up"*. *Universitas Islam Indonesia*.
- Yung, M. (2020). *Rencana bisnis pendirian usaha sparepart alat berat "VELOCINDO" di Karang Anyar Jakarta Barat*. Jakarta: Institut Bisnis dan Informatika Kwik Kian Gie.