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The Value Chain Analysis of Coffee Products in the Case of Bandung District

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Abstract: Coffee, a significant plantation product, holds vast opportunities in both domestic and global markets. Bandung Regency is renowned for its distinctive fruit-flavored coffee, particularly from Ciwidey and Puntang, where coffee is marketed in cherry and green bean forms without branding. A value chain analysis is essential to enhance the coffee industry's added value and sustainability. This study aims to identify the coffee value chain in Bandung Regency, analyze the cost of production, total revenue, and profit of the coffee processing industry in Ciwidey and Puntang, and determine the added value of coffee products in these areas. Using descriptive analysis, results indicate that Ciwidey (MS Coffee) has a lower cost of goods produced than Puntang (Acs Siliwangi) due to higher production volumes in Puntang leading to higher costs. However, Puntang's larger production volume also generates higher monthly revenue and profit due to a higher selling price per kilogram. Value-added analysis reveals that Puntang's value-added per kilogram (Rp. 55,025.00/kg) surpasses that of Ciwidey (Rp. 44,647.00/kg), attributed to higher selling prices, superior product quality, and greater market presence in Puntang. Conversely, higher input prices in Ciwidey result in lower value-added.
Keywords: Cost Analysis; Profit; Revenue; Value-Added; Value Chain Analysis

INTRODUCTION

Currently, coffee has an increasing level of existence in society and is in demand domestically and internationally. Coffee is a type of plantation crop that has long been cultivated in Indonesia which has a high economic value and acts as a source of foreign exchange (Latunra et al., 2021). Coffee is one of the leading commodities and has good opportunities domestic and international opportunities in the plantation subsector. The export value of coffee is in third place after the export value of rubber and coconut (Ratna et al., 2022). Coffee has a key role as a source of foreign exchange income and can have quite a good influence, especially for local farmers because coffee is a source of income obtained by local farmers. Indonesian coffee products have a variety of types that, if properly utilized, can increase competitiveness by improving production activities and maintaining quality (Raharjo, B. et al., 2020).

Coffee was first introduced to Indonesia around 1646 by the Dutch, who received Arabica mocha beans from Arabia. As a major agricultural product, coffee contributes significantly to the Indonesian economy. It is not only important as a source of income for farmers and industrial producers, but also as a foreign exchange earner, job creator, and driver for regional development (Lestari and Anindita, 2018 in Ruwiyati et al., 2023). However, the coffee agribusiness in Indonesia faces complex challenges from upstream to downstream. Indonesia's coffee productivity is lower in the upstream sector than in the world's main coffee-producing countries (Rahayu et al., 2019).

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In the case of coffee, farmers have more room to maneuver. In other words, this commodity has high potential value, allowing farmers to gain more profits through simple and inexpensive processing activities. However, the current supply chain is long and complex, limiting their opportunities to do so. Previous studies have shown that these traditional supply chains have intensified competition to the detriment of small farmers (Mayne & Kirwan, 2010; Renting et al., 2003 Umaran et al., 2022). Long supply chains make it difficult for farmers to capture more value, as most of it is distributed to other actors. This has reduced the sustainability of Indonesia's coffee supply chain by creating risks that can affect the economy, environment, and society (Bashiri et al., 2021).

To increase the sustainability of the coffee industry as a highly competitive agricultural product, it is essential to pay attention to the value chain aspects of business entities in the coffee supply chain from upstream to downstream. One strategy that coffee farmers must adopt is to process coffee beans into ready-to-eat ingredients or products (Njikh et al., 2023). This research focuses on the value chain problem of Arabica coffee. In Ciwidey, the superior product is MS Coffee, while in Puntang, it is Acs Siliwangi. Maintaining the supply and quality of coffee is one of the efforts to increase the value proposition and maintain customer relationships (Yusuf, 2022). A value chain analysis was conducted to assess the potential of each chain in the coffee industry and increase its added value.

Value Chain Analysis is a strategic approach used to evaluate a company's internal operations. By assessing these activities, the analysis identifies areas where a company may have competitive advantages or disadvantages. Research by Wongpit P. et al. (2023) developed a coffee value chain framework to outline the roles and activities of various actors. Their analysis of coffee productivity highlighted that low productivity levels in Indonesian coffee plantations stem from farmers' limited knowledge of coffee processing. Yusuf E.S. et al. (2022) assessed the value chain and performance to evaluate sustainability across environmental, economic, social, marketing, and policy dimensions, and proposed sustainability strategies and business models. Effendi M. et al. (2021) performed a value chain analysis by mapping the actors, volume, and value of coffee.

The coffee value chain involves four primary actors: farmers, collectors, first-stage processors, and second-stage processors. Singh S.N. (2022) and Pratama R.G. & Salikudin M. (2022) identified these actors and their roles in adding value, examined the strength of their linkages, and analyzed factors influencing coffee cooperatives in developing an effective value chain. Furthermore, improving coffee marketing requires better infrastructure (Hirpato A.D., 2022). Herdiani L. et al. (2023) demonstrated that value chain analysis adds value at each stage of production and delivery, encompassing both primary and supporting activities.

Value chain analysis involves mapping, qualifying, and economically analyzing the value chain. Porter's value chain analysis can scrutinize each segment of value chain activities, encompassing both primary and support activities. According to Wijaya (2019), conducting a value chain analysis is crucial for identifying the effectiveness and efficiency levels of each activity within the value chain. Moreover, the primary function of the value chain is to minimize production costs to enhance profitability. The value chain demonstrates the overall value comprising value-adding activities and margins. Value-adding activities are physically and technologically distinct, while the margin represents the disparity between total value and the collective costs of executing these activities (Porter, 1994, as cited in Idsan R.S. et al., 2022). Added value is achieved through refining inputs or raw materials in the production process, resulting in enhanced value. This augmentation of added value can be achieved by transforming coffee into finished products (Manesa T.A., 2020). The magnitude of balanced added value significantly

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influences the sustainability of supply chain operations, proving highly advantageous for all participants in the coffee agro-industry supply chain (Sriwana K.I. et al., 2023). Nugraha et al. (2019) proposed policy recommendations to amplify added value for coffee farmers and facilitated through quality improvement, product differentiation, and closer relationships with buyers (Stofya, 2023). Farmers must broaden their understanding of the coffee value chain and augment the value of their products to secure greater incomes (Salam M. et al., 2021).

Value added is the increase in value that occurs because a commodity undergoes processing, transportation, and storage in a production process (use or provision of functional inputs) (Herdiani et al., 2023). Added value is the economic value added to a product or service offered to consumers. offered to consumers. The value added is influenced by technical factors and non-technical factors. The information or outputs obtained from the results of the added value analysis are the amount of added value, the value and margin ratio, and the remuneration received by the owners of production factors (Hutauruk et al., 2018). The Hayami method can measure how far raw materials/input are treated so that in this case the processing industry can increase sales. Hayami is called a method that is easy to use and easy to understand to obtain complete information (Hasni et al., 2022).

The Hayami method is utilized to analyze added value within the processing sub-system or secondary production. This method yields insights into productivity, output value, added value, labor services, and the profits derived from the processing activities. It specifically measures the added value created by actors involved in processing that alters the product's form and enhances its price.

Given the local community's limited interest in coffee products, it is essential to bolster coffee processing efforts by engaging key stakeholders crucial for developing a comprehensive value chain. This approach is vital as the coffee value chain plays a significant role in sustainable development (Canwat, 2023). Integrating sustainable practices into the value chain can boost added value, improve market access, and foster local economic growth (Stofya, 2023). Consequently, this study aims to identify the coffee product value chain in Bandung Regency, especially in the Ciwidey and Puntang areas; analyze production costs, total revenue, and profits in the local coffee processing industry; and determine the added value of coffee products in these regions.

Overall, value chain evaluation is very important for coffee producers and companies to identify areas that need improvement and increase their competitiveness in national and international markets. Processors can find opportunities to reduce costs, add value, increase efficiency, and improve sustainability by conducting a comprehensive review at each stage of the value chain. This move will ultimately result in higher profitability and a more sustainable business model (Khatri, et.al, 2023)

METHODS

The research employs an analytical descriptive method, concentrating on current issues by gathering data that is subsequently organized, clarified, and analyzed (Surakhmad in Sundari et al., 2021). This descriptive approach aims to provide a comprehensive overview of each analysis unit based on the relevant data. Data is the raw material for information resulting from data processing, which can be used to increase knowledge for recipients (Suliyanto, 2018 in Haryadi and Bramasto, 2023). This research was conducted in Ciwidey and Puntang, Bandung Regency. The data collection method involved interviews, literature studies, and observations. The data analysis methods used are Porter's value chain analysis, cost and profit analysis, and added value analysis.

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Value chain analysis helps reveal how value is generated at each stage of production or service delivery to the end consumer (Herdiani et al., 2023). The activities within the coffee value chain include both primary and supporting activities. Cost analysis is conducted to assess the profits earned by farmers. Additionally, a value-added analysis is performed using the Hayami method. This method, applicable across various companies within the supply chain, enables the determination of added value, output value, and productivity (Karyani et al., 2018; Baihaqi et al., 2020; Sundari et al., 2021; Ruhyana et al., 2022). According to Hayami and Kawagoe, as cited in Sundari et al. (2021), the procedure for calculating added value includes components such as output, input, price, revenue, and profit.

The conceptual framework in research can be illustrated as shown in Figure 1.

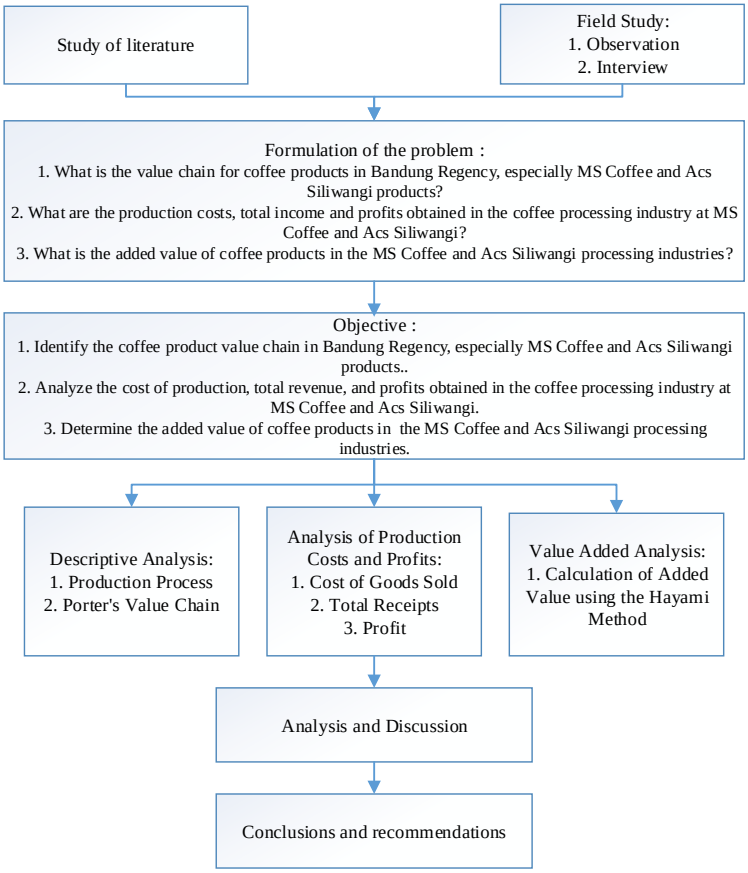

Figure 1. Research Framework
Source: Processed by researchers (2024)

RESULTS AND DISCUSSION

The Coffee Value Chain of MS Coffee and Acs Siliwangi Coffee plant diversification includes cherries processed into green beans until the final processing into powdered coffee presented in the form of an industrial tree. The following Figure 2 shows the coffee industry tree from cherry raw material to powdered coffee.

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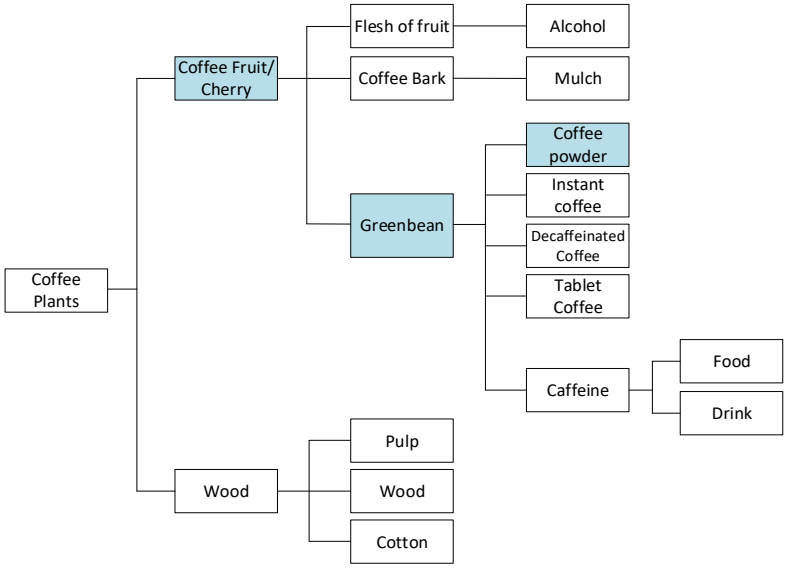

Figure 2. Industrial tree of coffee plants to products
Source: Processed by researchers (2024)

In processing packaged powdered coffee products, several stages of the process can be observed as depicted in Figure 3.

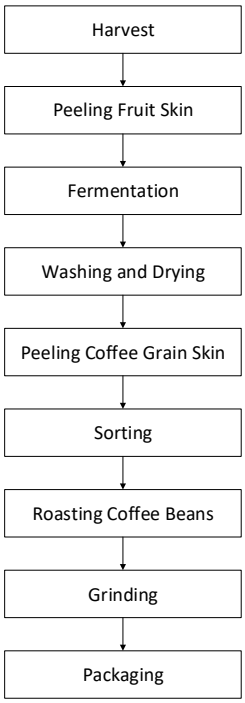

Figure 3. Coffee product processing
Source: Processed by researchers (2024)

Meanwhile, explanations regarding the primary activities and supporting activities found in the coffee product value chain can be seen in Figure 4.

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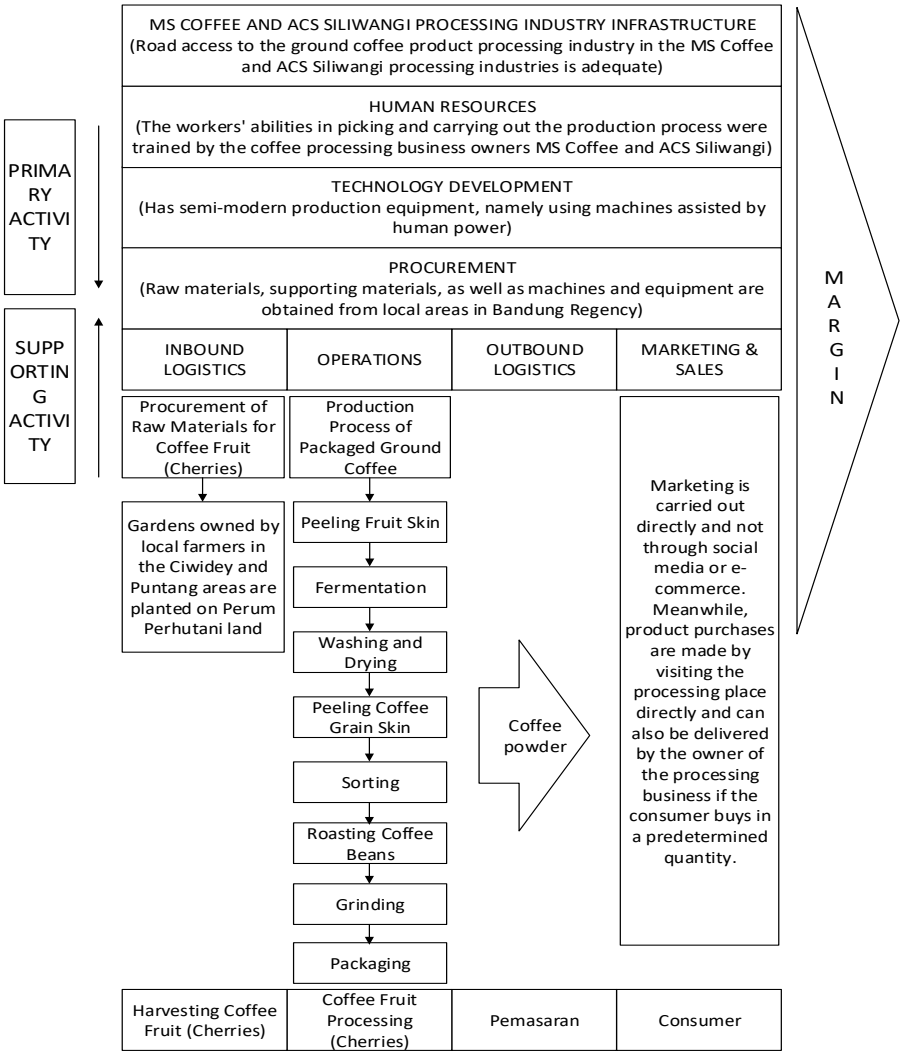

Figure 4. Porter Value Chain Analysis of MS Coffee and Acs Siliwangi Coffee Products
Source: Processed by researchers (2024)

The coffee processing value chain into packaged powdered coffee products of MS Coffee and Acs Siliwangi involves two main actors: farmers who act as cherry pickers, providing raw materials for production, and serving as processors to produce quality products ready for marketing. Additionally, business owners who also serve as distributors play a role in marketing coffee products until they reach consumers. Both processing facilities in these areas procure their coffee cherries from their plantations, ensuring that the required raw materials are always available every month and thus eliminating the need for external suppliers.

Primary activities in the coffee product value chain in the Ciwidey and Puntang regions have been running smoothly. However, there is a need for further improvement in inbound logistics and marketing, sales, and service activities because both of these activities play a crucial role in increasing product sales. The goal is to expand the market and make it easier for consumers to obtain the products. Meanwhile, supporting activities that need improvement include technology development. As time passes and production volume increases, there will be a need for more modern machinery and equipment with larger capacities.

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Analysis of Production Costs

Production cost analysis of packaged powdered coffee at the MS Coffee processing facility and Acs Siliwangi processing facility is presented in Table 1.

Table 1. Cost of Production MS Coffee and Acs Siliwangi

Calculation of Cost of Goods Production			
MS Coffee		Acs Siliwangi	
Information	Amount	Information	Amount
Indirect Raw Material Costs	362,500	Indirect Raw Material Costs	825,000
Direct labor costs	540,000	Direct labor costs	2,080,000
Factory Overhead Costs	3,134,078	Factory Overhead Costs	10,375,972
Cost of Goods Production/Month	4,036,578	Cost of Goods Production/Month	13,280,972
Number of Packaged Ground Coffee Production/Month	100 pcs	Number of Packaged Ground Coffee Production/Month	200 pcs
Cost of Production/pcs	40,366	Cost of Production/pcs	66,405
Cost of Production/Year	48,438,936	Cost of Production/Year	159,371,664

Source: Processed by researchers (2024)

Total Revenue

Total monthly revenue obtained by MS Coffee and Acs Siliwangi in Table 2.

Table 2. Total Revenue of MS Coffee and Acs Siliwangi

Total Revenue			
MS Coffee)		Acs Siliwangi	
Information	Amount	Information	Amount
Product	MS Coffee	Product	ACS Siliwangi
Production result	100 pcs/200 gram	Production result	200 pcs/250 gram
Price/Pack	60,000	Price/Pack	87,500
Total Revenue/Month	6,000,000	Total Revenue/Month	17,500,000
Total Revenue/Year	72,000,000	Total Revenue/Year	210,000,000

Source: Processed by researchers (2024)

Profit

Profit is the reward received by the owners of both processing facilities located in (MS Coffee and Acs Siliwangi), where it is obtained by subtracting the total revenue from the cost of production, which includes all expenses incurred during the production process (Table 3).

Table 3. Total profit of MS Coffee and Acs Siliwangi

Total Profit			
MS Coffee		Acs Siliwangi	
Information	Amount	Information	Amount
Total Revenue/Month	6,000,000	Total Revenue/Month	17,500,000
Cost of Goods Production/Month	4,036,578	Cost of Goods Production/Month	13,280,972
Profit/Month	1,963,422	Profit/Month	4,219,028
Profit/Pcs	19,634	Profit/Pcs	21,095
Profit/Year	23,561,064	Profit/Year	50,628,336

Source: Processed by researchers (2024)

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Value Added Analysis

The results of value-added calculations for packaged powdered coffee products of MS Coffee and Acs Siliwangi using the Hayami method (Hutauruk et al., 2018); (Effendi et al., 2021) are presented in Table 4.

Table 4. Calculation of Added Value of MS Coffee and Acs Siliwangi Coffee Products

No	Variable	Formulation	Value of Ciwidey Regional Coffee Products (MS Coffee)	Value of Puntang Regional Coffee Products (Acs Siliwangi)
		Output, Input, Price		
1.	Output (kg/month)	(1)	20	50
2.	Raw Material Input (Cherries) (kg/month)	(2)	110	280
3.	Labor (HOK)	(3)	36.57	73.14
4.	Conversion Factor	(4) = (1)/(2)	0.182	0.179
5.	Labor Coefficient (HOK/kg)	(5) = (3)/(2)	0.33	0.26
6.	Output Price (Rp/kg)	(6)	300,000	350,000
7.	Average Labor Wage (Rp)	(7)	46,875	113,750
		Revenue and Profits		
8.	Price of Raw Materials (Cherries) (Rp/kg)	(8)	0	0
9.	Other Input Prices (Rp/kg)	(9)	9,898	7,475
10.	Output Value (Rp/kg)	(10) = (4) x (6)	54,545	62,500
11.	**a. Added Value (Rp/kg)**	**(11a) = (10) - (9) - (8)**	**44,647**	**55,025**
	b. Value Added Ratio (%)	**(11b) = (11a)/(10) x 100%**	**81.85**	**88.04**
12.	a. Labor Income (Rp/kg)	(12a) = (5) x (7)	15,584	29,713
	b. Labor Share (%)	(12b) = (12a)/(11a) x 100%	34.91	54.00
13.	a. Profit (Rp)	(13a) = (11a) – (12a)	29,063	25,312
	b. Profit Rate (%)	(13b) = (13a)/(10) x 100%	53.28	40.50
		Remuneration for Production Factor Owners		
14	Margin (Rp/kg)	(14) = (10) – (8)	54,545	62,500
	a. Direct Labor Income (%)	(14a) = (12a)/(14) x 100%	28.57	47.54
	b. Contribution of Other Inputs (%)	(14b) = (9)/(14) x 100%	18.15	11.96
	c. Processor Profit (%)	(14c) = (13a)/(14) x 100%	53.28	40.50

Source: Processed by researchers (2024)

Based on the analysis by Hayami, the positive added value (> 0) indicates that the development of the packaged ground coffee processing industry in both regions adds value for farmers. Furthermore, according to Reyne's criteria (1987) as cited in Salsabila, et al. (2023), the added value of processing packaged ground coffee products in these regions is classified as high, exceeding 40%.

The value chain of packaged powdered coffee processing in MS Coffee and Acs Siliwangi involves two main actors: farmers who serve as cherry pickers, suppliers of raw materials, and processors in producing quality products ready for the market, as well as business owners who also act as distributors, playing a role in marketing coffee products until they reach consumers. Although the overall coffee product value chain in the Ciwidey and Puntang areas has been running smoothly, it is not without obstacles posed by external parties or the value chain actors themselves. Some of these obstacles include: (1) The produced products lack attractiveness to consumers, particularly in

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terms of packaging, which appears ordinary, leading to poor sales. There is incomplete information available, and the placement of the expiration date on the packaging edge makes it difficult for consumers to find. Packaging is only adorned with stickers rather than direct printing. Therefore, packaging should be made according to recognized standards and consider the aesthetic factor of the product to enhance its sales; (2) The distribution of packaged powdered coffee products in both Ciwidey and Puntang areas mainly targets local communities. Intensive promotion across various media channels is needed to gain recognition among consumers; (3) Limited access to capital results in inefficient agricultural processing. Assistance from the District and Provincial Governments is not evenly distributed among coffee farmers. This capital assistance could include training in coffee processing methods, as many coffee farmers lack knowledge in this area. Moreover, funding for machinery and production equipment is insufficient. Although some farmers have processing skills, they lack supportive facilities and infrastructure. Only a small fraction of farmers possess the ability to process coffee and own their machinery and equipment.

Comparison analysis of the total profits received in the processing businesses in Ciwidey and Puntang areas (Table 5).

Table 5. Comparative Analysis of Total Profits of MS Coffee and Acs Siliwangi

Comparative Analysis of Total Net Profits			
MS Coffee		**Acs Siliwangi**	
Information	**Amount**	**Information**	**Amount**
Total Revenue/Month	6,000,000	Total Revenue/Month	17,500,000
Cost of Goods Production/Month	4,036,578	Cost of Goods Production/Month	13,280,972
Profit/Month	1,963,422	Profit/Month	4,219,028
Profit/Pcs	19,634	Profit/Pcs	21,095
Profit/Year	23,561,064	Profit/Year	50,628,336

Source: Processed by researchers (2024)

Therefore, in the comparison of total profits between the two areas above, Puntang (Acs Siliwangi) has a larger profit, namely Rp21,095.00/pcs, while Ciwidey (MS Coffee) has a profit of Rp. 19,634/pcs. These two areas have a difference in profit of Rp. 1,461.00

In the Ciwidey area, the value added by MS Coffee is Rp. 44,647.00 per kilogram, with a value-added ratio of 81.85%. This means that 81.85% of the output value (packaged powdered coffee products) represents the value added by the coffee processing industry. Conversely, in the Puntang area, the value added by Acs Siliwangi is Rp. 55,025.00 per kilogram, with a value-added ratio of 88.04%. This indicates that 88.04% of the output value (packaged powdered coffee product) is the value added from the processing industry. Therefore, the value-added analysis for processing one kilogram of cherries into packaged powdered coffee products is Rp. 44,647.00 per kilogram in Ciwidey (MS Coffee) and Rp. 55,025.00 per kilogram in Puntang (Acs Siliwangi).

CONCLUSION

Based on the research findings on primary activities, both outbound logistics and marketing, sales, and service activities need enhancement to expand product marketing and increase sales. Meanwhile, in supporting activities, technology development needs improvement because, over time, there will be a need for more modern machines with larger capacities. The value chain in both processing industries involves two main actors: farmers who act as cherry pickers to provide raw materials for production and act as

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processors in the production process until it becomes finished products ready to be marketed, and business owners who also serve as distributors marketing the finished products until they reach consumers. Moreover, intensive mentoring is needed for the development of coffee processing to proceed and have an impact on the community's economy, along with improvements in the marketing chain to ensure the availability of coffee commodities for processing and meet market demand.

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