



Sustainable business model development in the coffee industry: Evidence from Banda Aceh, Indonesia

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Article Info	ABSTRACT
Article history: Received Jun 13, 2026 Revised Jul 8, 2026 Accepted Sep 28, 2026 Keywords: Business sustainability; Coffee enterprise; SWOT analysis; Sustainable business model.	Despite the rapid growth of coffee enterprises in Indonesia, limited research has examined integrated sustainable business models addressing economic, environmental, and social dimensions simultaneously. This study aimed to develop a sustainable business model for coffee enterprises in Banda Aceh, Indonesia. A descriptive survey approach was employed using interviews, observations, and questionnaires involving coffee shop owners, managers, employees, suppliers, and customers, complemented by secondary data from government reports, industry publications, and relevant literature. Internal and external strategic factors were assessed using Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices, followed by SWOT and Internal-External (IE) matrix analyses to determine strategic positioning. The resulting strategies were subsequently translated into economic, environmental, and social dimensions to formulate an integrated sustainable business model. The findings indicate that coffee enterprises have strong internal capabilities and operate in a favorable external environment, supported by Aceh's coffee culture, customer loyalty, product differentiation, and access to premium Gayo coffee. However, limited financial capacity and weak integration of sustainability practices remain significant challenges. The strategic analysis indicates a Grow and Build orientation, emphasizing innovation, digital transformation, sustainable value creation, stakeholder collaboration, and environmental responsibility to strengthen long-term business resilience. This study demonstrates how strategic analysis can be systematically translated into actionable sustainable business model innovation. The findings contribute to sustainability and business model innovation literature by proposing an integrated framework for sustainable value creation, delivery, and capture in coffee enterprises in emerging economies. <i>This is an open access article under the CC BY-NC license.</i>



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1. INTRODUCTION

The coffee industry represents a strategic agribusiness sector that contributes significantly to Indonesia's economic development through its role in international trade, employment generation, and the expansion of downstream food and beverage industries (Borrelli et al., 2015; Rueda & Lambin, 2013). Indonesia consistently ranks among the world's largest coffee-producing countries while

simultaneously experiencing substantial growth in domestic coffee consumption(De Felice et al., 2025; Samoggia & Fantini, 2023). According to the International Coffee Organization (ICO, 2023), coffee consumption in Indonesia has exhibited a steady upward trend over the past decade, positioning the country as one of the largest coffee markets in Asia. This growth has been driven by changing consumer lifestyles, the expansion of the middle-income population, rapid urbanization, and the increasing popularity of coffee consumption as part of contemporary social and cultural practices. Consequently, the coffee sector has evolved beyond its traditional role as a primary commodity industry and has increasingly become an experience-based industry that integrates product quality, service delivery, and social interaction into the value creation process(Proença et al., 2022; Wright et al., 2024).

The expansion of domestic coffee consumption has been accompanied by a rapid proliferation of coffee shops across Indonesia. The emergence of the third-wave coffee movement has transformed public perceptions of coffee from a mere beverage into a symbol of lifestyle, cultural identity, and social engagement(Hutama et al., 2025; Noaime et al., 2025). As a result, the growth of coffee-related businesses is no longer concentrated in major metropolitan areas but has also expanded to medium-sized cities characterized by strong coffee cultures and growing consumer demand(Rahmaddiansyah et al., 2022; Zikria, 2020). Within this context, Banda Aceh has emerged as one of the most dynamic locations for the development of coffee-based enterprises. In addition to its geographical proximity to the internationally recognized Gayo Arabica coffee-producing region, Banda Aceh possesses a deeply rooted coffee-drinking tradition embedded within local social life(Agustina Yusuf & Arafah, 2024; Fitri et al., 2021; Maulina, 2018). Coffee shops in the city function not only as commercial establishments but also as public spaces that facilitate social interaction, business activities, political discussions, and community engagement. These characteristics have positioned the coffee industry as one of the most competitive and rapidly growing sectors within the urban economy of Banda Aceh.

The increasing number of coffee businesses in Banda Aceh reflects substantial market opportunities; however, it has simultaneously intensified competitive pressures within the industry. In an increasingly dynamic business environment, the success of coffee enterprises is no longer determined solely by product quality, pricing strategies, or business location. Instead, long-term competitiveness increasingly depends on the ability of firms to create sustainable value propositions that address the expectations of multiple stakeholders. Contemporary consumers are becoming more attentive to sustainability-related attributes, including responsible sourcing practices, waste reduction initiatives, resource efficiency, and corporate contributions to local communities(Walecka-Jankowska et al., 2025a, 2025b). Consequently, coffee businesses are expected to integrate economic, environmental, and social considerations into their strategic decision-making processes in order to maintain market relevance and achieve long-term competitiveness(Dellyana et al., 2024; Dinana et al., 2025; Halibas et al., 2025).

The inadequate integration of economic, environmental, and social dimensions into business strategies may undermine the long-term resilience and competitiveness of coffee enterprises despite their short-term economic performance. Sustainable Business Model Innovation (SBMI) emphasizes that long-term competitiveness depends on integrating economic, environmental, and social value creation into business strategies. This perspective is supported by the Triple Bottom Line (TBL), which advocates balancing economic prosperity, environmental stewardship, and social responsibility, while Stakeholder Theory highlights the importance of creating value for multiple stakeholders. In addition, the Resource-Based View (RBV) suggests that unique organizational resources and capabilities constitute the foundation of sustainable competitive advantage.

Previous studies on Indonesia's coffee industry have primarily focused on marketing, consumer behavior, product quality, financial performance, and competitive strategies. However, limited research has integrated economic, environmental, and social sustainability into a strategic framework for developing sustainable business models, particularly among coffee MSMEs in culturally distinctive regions such as Banda Aceh. This study addresses this gap by using SWOT analysis to identify sustainability-oriented strategic priorities and inform integrated business model development. Its novelty lies in extending SWOT beyond conventional competitive analysis by systematically

incorporating sustainability considerations into strategic decision-making. The study contributes to Sustainable Business Model Innovation literature by demonstrating how SWOT can support the development of sustainable, competitive, and stakeholder-oriented business models for coffee MSMEs in emerging economies.

2. RESEARCH METHOD

This study employed a descriptive survey design to examine the current business conditions of coffee enterprises in Banda Aceh and formulate sustainability-oriented business development strategies using SWOT analysis. Purposive sampling was adopted to select information-rich respondents with direct knowledge and experience of coffee business operations. The inclusion criteria comprised coffee enterprises that had operated for at least three years, maintained an established customer base, and were actively engaged in the local coffee market. A total of 50 respondents participated in the study, consisting of 10 business owners, 5 managers, 10 employees, 5 suppliers, and 20 customers. These stakeholder groups were selected because they represent the key actors involved in strategic decision-making, operational management, supply chain activities, and customer value creation, thereby providing comprehensive perspectives on the internal and external factors influencing business sustainability. Primary data were collected through structured questionnaires, in-depth interviews, and direct observations, while secondary data were obtained from government reports, industry publications, statistical databases, and relevant academic literature. To enhance the credibility of the findings, methodological triangulation was employed by comparing evidence obtained from questionnaires, interviews, observations, and documentary sources. Furthermore, the identified internal and external strategic factors were evaluated through expert judgment involving two academics specializing in business strategy and one coffee industry practitioner to ensure the relevance, completeness, and content validity of the SWOT indicators. SWOT analysis served as the principal analytical framework for strategy formulation. Internal strategic factors were classified as strengths and weaknesses, whereas external factors were categorized as opportunities and threats. These factors were evaluated using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. Each factor was assigned a weight according to its relative importance and a rating reflecting the current business condition, with weighted scores used to determine the strategic position of the coffee enterprises. To improve the reliability of the strategic assessment, the weighting and rating of IFAS and EFAS factors were reviewed through expert consensus before the final analysis. Based on the SWOT matrix, four strategic alternatives Strength–Opportunity (SO), Strength–Threat (ST), Weakness–Opportunity (WO), and Weakness–Threat (WT) were formulated to identify sustainability-oriented business development strategies for coffee enterprises in Banda Aceh.

3. RESULTS AND DISCUSSIONS

Internal Factors Affecting the Sustainability of Coffee Businesses in Banda Aceh

The internal factor analysis was conducted to identify the key strengths and weaknesses influencing the sustainability of coffee businesses in Banda Aceh. Based on the results of the Internal Factor Analysis Summary (IFAS), the total weighted score was 3.65, indicating that coffee enterprises possess a relatively strong internal position. This finding suggests that the existing strengths outweigh the weaknesses and can be strategically leveraged to support business growth and enhance long-term sustainability. Among the identified strengths, the strong coffee culture and customer loyalty emerged as the most influential factors, with a weighted score of 0.52. Coffee consumption has become deeply embedded in the social fabric of Banda Aceh, where coffee shops function not only as places for consumption but also as venues for social interaction, discussion, and community engagement. This cultural attachment creates a relatively stable customer base and serves as an important asset for business sustainability. Another significant strength is the availability of high-quality Gayo coffee, which achieved a weighted score of 0.48. The strong national and international reputation of Gayo coffee provides opportunities for coffee businesses to differentiate their products while simultaneously

strengthening local supply chains. Additional strengths include the ability of coffee businesses to create unique customer experiences through product differentiation, store ambience, and service quality, with a weighted score of 0.42. Strategic business locations and strong community engagement contributed a weighted score of 0.35, while the utilization of digital marketing platforms and online delivery services generated a score of 0.31. Collectively, these factors resulted in a total strength score of 2.08, highlighting the substantial competitive advantages possessed by coffee enterprises in Banda Aceh. Despite these strengths, several weaknesses were identified. Limited financial resources for business expansion represented the most significant weakness, with a weighted score of 0.44. This constraint restricts the ability of business owners to invest in technological innovation, business development, and sustainability initiatives. Limited implementation of sustainability practices was identified as another major weakness, with a weighted score of 0.36. Furthermore, dependence on single-use packaging (0.31), inadequate waste management systems (0.24), and insufficient employee development programs (0.22) indicate that environmental and organizational sustainability aspects require greater attention. Overall, the total weakness score reached 1.57, suggesting that improvements in internal capacity and sustainability management are necessary to strengthen long-term business resilience.

Table 1. Internal Factor Analysis Summary (IFAS)

Code	Internal Factors	Weight	Rating	Weighted Score
Strengths				
S1	Strong coffee culture and customer loyalty	0.13	4.0	0.52
S2	Availability of high-quality Gayo coffee	0.12	4.0	0.48
S3	Strategic location and strong community engagement	0.10	3.5	0.35
S4	Utilization of digital marketing platforms	0.09	3.4	0.31
S5	Product differentiation and unique customer experience	0.11	3.8	0.42
Total Strengths				2.08
Weaknesses				
W1	Limited financial resources for business expansion	0.12	3.7	0.44
W2	Dependence on single-use packaging	0.09	3.4	0.31
W3	Limited implementation of sustainability practices	0.10	3.6	0.36
W4	Inadequate employee development programs	0.07	3.1	0.22
W5	Inadequate waste management systems	0.07	3.4	0.24
Total Weaknesses				1.57
Total IFAS Score				3.65

External Factors Affecting the Sustainability of Coffee Businesses in Banda Aceh

The external factor analysis was undertaken to identify opportunities that can be exploited and threats that may hinder the sustainable development of coffee businesses in Banda Aceh. Based on the results of the External Factor Analysis Summary (EFAS), the total weighted score was 3.67, indicating that the external environment remains favorable for the growth and sustainability of coffee enterprises. The most significant opportunity was the increasing level of coffee consumption in Indonesia, which achieved a weighted score of 0.52. This growing demand creates substantial market potential for coffee businesses to expand their customer base and increase sales. Rising consumer demand for specialty coffee and sustainability-oriented products was identified as another important opportunity, with a weighted score of 0.42. This trend provides opportunities for coffee enterprises to develop value-added products while strengthening their sustainability-oriented brand image. Furthermore, the expansion of digital platforms and online delivery services contributed a weighted score of 0.37, enabling businesses to reach broader customer segments more efficiently. Government support for micro, small, and medium-sized enterprises (MSMEs) and the growth of the tourism sector in Aceh contributed weighted scores of 0.32 and 0.27, respectively. Collectively, these factors generated a total opportunity score of 1.90, indicating promising prospects for the continued growth of coffee businesses in Banda Aceh. Nevertheless, several external threats were identified. Intensifying competition among coffee shops emerged as the most significant threat, with a weighted score of 0.49. The increasing number of coffee businesses has intensified market competition and requires enterprises to continuously innovate in order to maintain their competitive advantage. Rising

operational and labor costs generated a weighted score of 0.37, while fluctuations in coffee bean prices contributed a score of 0.36. In addition, changing consumer preferences (0.28) and increasing environmental regulations and sustainability pressures (0.27) represent challenges that coffee businesses must proactively address. Overall, the total threat score reached 1.77.

A comparison between the opportunity score (1.90) and the threat score (1.77) indicates that the external environment presents more opportunities than threats. When combined with the relatively strong internal position reflected in the IFAS results, these findings suggest that coffee businesses in Banda Aceh are well positioned to pursue aggressive growth strategies while simultaneously strengthening their sustainability performance.

Table 2. External Factor Analysis Summary (EFAS)

Code	External Factors	Weight	Rating	Weighted Score
Opportunities				
O1	Increasing national coffee consumption	0.13	4.0	0.52
O2	Growing demand for specialty and sustainable coffee	0.11	3.8	0.42
O3	Expansion of digital platforms and delivery services	0.10	3.7	0.37
O4	Government support for MSMEs	0.09	3.5	0.32
O5	Growth of the tourism sector in Aceh	0.08	3.4	0.27
Total Opportunities				1.90
Threats				
T1	Intensifying competition among coffee shops	0.13	3.8	0.49
T2	Fluctuations in coffee bean prices	0.10	3.6	0.36
T3	Rising operational and labor costs	0.10	3.7	0.37
T4	Changes in consumer preferences	0.08	3.5	0.28
T5	Increasing environmental regulations and sustainability pressures	0.08	3.4	0.27
Total Threats				1.77
Total EFAS Score				3.67

Sustainability Analysis of Coffee Businesses in Banda Aceh

This analysis examines the sustainability position of coffee businesses in Banda Aceh based on the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices derived from the SWOT analysis. The IFE matrix evaluates the internal strengths and weaknesses of coffee businesses, while the EFE matrix assesses external opportunities and threats. The integration of these two matrices through the Internal-External (IE) Matrix provides a strategic overview of the current sustainability position of coffee enterprises and serves as the basis for formulating appropriate development strategies. The sustainability of coffee businesses is influenced by their ability to capitalize on internal strengths while responding effectively to changes in the external environment. In the context of Banda Aceh, sustainability is closely associated with the capacity of coffee businesses to maintain economic competitiveness, improve environmental performance, and create social value for stakeholders.

Therefore, the IE Matrix is employed to determine the strategic position of coffee businesses and identify suitable strategic directions for sustainable business development.

Based on the results of the SWOT analysis, the total IFE score was **3.65**, while the total EFE score was **3.67**. These scores indicate that coffee businesses in Banda Aceh possess strong internal capabilities and operate within a favorable external environment characterized by substantial growth opportunities. The position of coffee businesses within the IE Matrix is presented in Table 4.

Table 3. Internal-External (IE) matrix of sustainable coffee business development in Banda Aceh

IFE Score	Total EFE Score	High (3.0-4.0)	Moderate (2.0-2.99)	Low (1.0-1.99)
	High (3.0-4.0)	I	II	III
	Moderate (2.0-2.99)	IV	V	VI
	Low (1.0-1.99)	VII	VIII	IX

The results of the IFE and EFE analyses indicate that coffee businesses in Banda Aceh are positioned in Cell I of the IE Matrix, which corresponds to a Grow and Build strategy. This position

reflects a highly favorable condition in which businesses possess strong internal resources and capabilities while simultaneously benefiting from attractive external opportunities. Organizations located in Cell I are generally encouraged to pursue aggressive growth strategies aimed at strengthening their competitive advantage and expanding their market presence. The strong internal position of coffee businesses is supported by several key factors, including the strong coffee culture and customer loyalty in Banda Aceh, access to high-quality Gayo coffee, product differentiation, strategic locations, and the increasing utilization of digital marketing channels. At the same time, external opportunities such as growing national coffee consumption, rising demand for specialty and sustainable coffee products, government support for MSMEs, digital transformation, and tourism development in Aceh create favorable conditions for sustainable business expansion. Consequently, coffee businesses should prioritize growth-oriented strategies that integrate economic, environmental, and social sustainability objectives. These strategies may include strengthening sustainability-based branding, adopting environmentally friendly packaging, improving waste management systems, enhancing partnerships with local coffee farmers, expanding digital marketing capabilities, and developing coffee tourism experiences that leverage the unique cultural identity of Banda Aceh. The IE Matrix findings further support the SWOT analysis results, which placed coffee businesses in Quadrant I (Strength–Opportunity). Both analyses suggest that sustainable business development should focus on maximizing existing strengths to capitalize on emerging opportunities.

SWOT Analysis

Table 4. SWOT matrix for sustainable business development of coffee enterprises in Banda Aceh

Internal Factors	Strengths (S)	Weaknesses (W)
	S1. Strong coffee culture and customer loyalty. S2. Availability of high-quality Gayo coffee. S3. Strategic location and strong community engagement. S4. Utilization of digital marketing platforms. S5. Product differentiation and unique customer experience.	W1. Limited financial resources for business expansion. W2. Dependence on single-use packaging. W3. Limited implementation of sustainability practices. W4. Inadequate employee development programs. W5. Inadequate waste management systems.
External Factors	Opportunities (O)	Threats (T)
	SO (Strength–Opportunity) Strategies SO1. Utilize premium Gayo coffee (S2) and product differentiation (S5) to develop specialty and value-added coffee products targeting the growing coffee market (O1, O2). SO2. Strengthen digital marketing and online delivery services (S4) to expand market reach through digital platforms (O3). SO3. Integrate Acehese coffee culture and community engagement (S1, S3) into coffee tourism experiences to capitalize on tourism growth (O5). SO4. Strengthen sustainability-oriented branding by emphasizing product quality, local identity, and responsible sourcing to enhance competitiveness in sustainable coffee markets (O2).	WO (Weakness–Opportunity) Strategies WO1. Utilize government support programs for MSMEs (O4) to overcome financial constraints for business expansion (W1). WO2. Adopt environmentally friendly packaging and sustainable operational practices in response to increasing demand for sustainable products (O2) to reduce dependence on single-use packaging (W2) and improve sustainability implementation (W3). WO3. Collaborate with universities, government agencies, and industry partners to improve employee competencies (W4) and sustainability management. WO4. Utilize digital platforms (O3) to improve operational efficiency and strengthen business performance despite resource limitations.
	ST (Strength–Threat) Strategies ST1. Strengthen product differentiation (S5) and customer loyalty (S1) to maintain competitiveness under increasing market	WT (Weakness–Threat) Strategies WT1. Strengthen financial planning and diversify funding sources to reduce vulnerability

T2. Fluctuations in coffee bean prices.	competition	(T1).	to rising operational costs (T3) and financial limitations (W1).
T3. Rising operational and labor costs.	ST2. Establish long-term partnerships with Gayo coffee suppliers (S2) to reduce the impact of coffee bean price fluctuations (T2).		WT2. Improve waste management systems (W5) and replace single-use packaging (W2) with environmentally friendly alternatives to comply with sustainability regulations (T5).
T4. Changes in consumer preferences.	ST3. Utilize digital marketing and operational technologies (S4) to improve efficiency and reduce operational costs (T3).		WT3. Enhance employee training (W4) to improve organizational adaptability in responding to changing consumer preferences (T4) and market competition (T1).
T5. Increasing environmental regulations and sustainability pressures.	ST4. Promote sustainable branding and environmentally responsible business practices to address changing consumer preferences (T4) and increasing environmental regulations (T5).		WT4. Develop sustainability-oriented standard operating procedures to improve operational resilience and long-term business sustainability.

The SWOT matrix indicates that Strength–Opportunity (SO) strategies should be prioritized because coffee enterprises in Banda Aceh possess strong internal capabilities that align with favorable external opportunities, particularly increasing coffee consumption, the growing specialty coffee market, digital transformation, and tourism development. Leveraging premium Gayo coffee, strong customer loyalty, product differentiation, and digital marketing can strengthen competitiveness while promoting sustainability-oriented branding and responsible sourcing. At the same time, Strength–Threat (ST) strategies emphasize utilizing these competitive advantages to address increasing market competition, fluctuating coffee bean prices, and changing consumer preferences through product innovation, digital technologies, and long-term partnerships with local suppliers (Emmanuel Adeyemi Abaku & Agnes Clare Odimarha, 2024; Hariyani et al., 2024). Weakness–Opportunity (WO) strategies focus on overcoming financial constraints, limited sustainability practices, and inadequate employee capacity by utilizing government support, stakeholder collaboration, and growing demand for sustainable products, thereby strengthening organizational capability and innovation (Ahmad et al., 2022; Alam & Islam, 2021). Meanwhile, Weakness–Threat (WT) strategies highlight the importance of improving financial management, waste management systems, sustainability-oriented operational procedures, and business diversification to enhance organizational resilience against market uncertainty and regulatory pressures (Agarwal et al., 2025; Boza et al., 2025). Collectively, these strategies demonstrate that integrating competitive strengths with sustainability principles can enhance economic performance, environmental responsibility, and social value creation, thereby supporting the long-term resilience and sustainable growth of coffee enterprises in Banda Aceh.

4. CONCLUSION

This study developed sustainability-oriented business strategies for coffee enterprises in Banda Aceh using SWOT analysis. The findings indicate that long-term business resilience requires more than conventional competitive positioning; it depends on the integration of economic performance, environmental responsibility, stakeholder value creation, and social commitment. The resulting strategies emphasize product innovation, digital transformation, sustainable branding, operational efficiency, and multi-stakeholder collaboration as key pathways for strengthening competitiveness and sustainability in an increasingly dynamic coffee market. The study makes three principal contributions. Theoretically, it extends the Sustainable Business Model Innovation literature by demonstrating how SWOT can be used not only to assess competitive conditions but also to structure sustainability-oriented strategic thinking across economic, environmental, and social dimensions. Methodologically, it provides a systematic framework for translating internal capabilities and external conditions into actionable sustainability strategies, supported by stakeholder perspectives and expert validation. Practically, the findings offer a strategic reference for coffee entrepreneurs, policymakers, and business-support institutions to improve enterprise resilience while advancing environmental

stewardship, social value creation, and market competitiveness. Several limitations should be considered. First, the cross-sectional design captures strategic conditions at a specific point in time and cannot establish the long-term effectiveness or causal impacts of the proposed strategies. Second, the study focuses on coffee enterprises in Banda Aceh, and the relatively localized stakeholder base may limit transferability to regions with different coffee value chains, institutional conditions, consumer markets, and sociocultural contexts. Third, SWOT relies partly on expert and stakeholder judgments, which may introduce subjectivity despite triangulation and validation procedures. Fourth, the proposed strategies have not yet been implemented and evaluated using longitudinal economic, environmental, or social performance indicators. Future research should therefore move beyond descriptive SWOT analysis toward integrative and quantitative decision-making approaches. Structural Equation Modelling (SEM) could be used to test causal relationships among sustainability capabilities, stakeholder engagement, innovation, digital transformation, and business performance, while Multi-Criteria Decision Analysis (MCDA) could prioritize strategic alternatives according to measurable economic, environmental, and social criteria. Comparative studies across different coffee-producing regions could further examine how institutional, market, cultural, and value-chain differences shape the effectiveness of sustainability strategies. In addition, future research should explicitly incorporate Circular Economy and ESG frameworks to evaluate resource efficiency, waste valorization, carbon reduction, responsible sourcing, social inclusion, governance quality, and broader sustainability performance. Longitudinal implementation studies are also needed to determine whether the proposed strategies generate sustained improvements in enterprise resilience, competitiveness, and measurable sustainability outcomes.

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