



Exploring the Mandalagiri Coffee Supply Chain Using the Business Model Canvas (BMC) to Achieve Sustainability in the Coffee Industry

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ABSTRACT: This study explores the Mandalagiri coffee supply chain using the Business Model Canvas (BMC) approach to support sustainability in the coffee industry. The research is motivated by increasing competition in both domestic and international markets, as well as the need for small and medium coffee industries to strengthen competitiveness through innovative, efficient, and sustainable business strategies. The novelty of this study lies in mapping coffee management from upstream to downstream while expanding market access through professional collaboration with local and international buyers. A mixed-methods approach was used, combining in-depth interviews, field observations, Focus Group Discussions (FGDs), and questionnaires administered to 40 respondents, including farmers, business actors, village governments, and related stakeholders. Qualitative analysis applied the Resource-Based View (RBV) framework, emphasizing VRIO (valuable, rare, inimitable, and organizational) resources, while quantitative analysis employed Structural Equation Modeling–Partial Least Squares (SEM-PLS) 4.0. The findings reveal a strong relationship between RBV and sustainability with a coefficient of 0.794, supported by a t-statistic of 16.921, indicating a significant positive effect. This demonstrates that stronger RBV characteristics enhance sustainability outcomes. Within the BMC, key partners, key resources, and value propositions play a crucial role in improving competitive advantage through strengthened human resources, product innovation, and reputation. Overall, the study confirms that coffee industry sustainability depends not only on external strategic efforts but also on effective internal resource management. The results are expected to serve as a reference for developing competitive coffee business models oriented toward economic, social, and environmental sustainability.

Keywords: Business Model Canvas, Resource-Based View, Coffee Industry, Supply Chain, Sustainability.



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INTRODUCTION

The Business Model Canvas (BMC) approach has a high urgency to be applied in the coffee industry. Understanding, Designing, and evaluating business models can be achieved through the systematic

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and simple framework provided By BMC([Barreto Peixoto et al., 2023](#)). This method can have many strategic benefits due to increasing competition in the coffee industry, both in Domestic and international markets, as well as changing consumer preferences that increasingly demand quality and Sustainability ([Proença et al., 2022](#)). Here are some points that demonstrate the importance of implementing the Business Model Canvas (BMC) Encouraging Awareness and Commitment to Environmental and Social Values, Facilitating Collaboration and Strategic Partnerships, Improving Business Sustainability and Competitiveness, Resource Optimization and Operational Efficiency, Adaptation to Market Dynamics and Consumer Preference ([Rasyd et al., 2025](#)). The increase in coffee consumers In Indonesia every year can create opportunities for every businessman (Hermina et al., 2023). The Coffee industry is an industry that needs attention because coffee is one of the commodities that has a lot of impact on the welfare of farmers ([Rueda et al., 2016](#)). The tendency of farmer groups in the coffee industry, they still do not understand well Planting patterns, as well as the benefits obtained by farmers if they manage planting patterns so that the production Process has an impact on improving welfare (Osterwalder, A., & Pigneur, n.d.). The small and medium-scale coffee Industry (SMI) in Garut Regency has great potential in boosting the community's economy. One approach that can be applied is to use the Business Model Canvas, which allows farmers to detail the key elements in running their Coffee business ([Suzianti et al., 2024](#)) Business Model Canvas is one of the strategic tools that can be used to identify and see a picture of the business that is being or will be undertaken ([Hermina et al., 2023](#)). This SME (Small and Medium Industry) faces various challenges that hinder its growth and competitiveness. The main problems faced by coffee SMEs include coffee farmers' knowledge of coffee cultivation that is not in accordance with standards because most Farmers are horticultural crop farmers and coffee as an intercropping crop ([Wardana & Sitania, 2023](#)). Coffee processing issues, still done traditionally which is highly influenced by natural weather, lack of training programmers and sustainable skills development regarding coffee processing, as well as not updating knowledge and use of Technology in good coffee processing ([Hamdani, 2023](#)). Another problem is related to the marketing or sale of coffee that stil l depends on middlemen, so it has not provided optimal income ([Albats et al., 2023](#)). Another problem in the coffee industry is that there is no synergy and integrity of coffee actors, suppliers and buyers, both in productivity, implementation and Understanding of the coffee business ([Mochammad* & Mukhamad Najib, 2020](#)); ([Anadyas et al., 2024](#)). The importance of this innovation being developed further is to form an integrated business ecosystem between coffee farmers, coffee actors, business systems between suppliers and buyers and even the world of academia which will provide added value for business actors in the coffee industry ([Wardhana et al., 2023](#)).([Wardhana et al., 2023](#)) Business Model Canvas (BMC) is a strategic tool that helps SMEs to better understand and map important elements in their Business, such as the value offered to customers and revenue and resource strategies. With BMC, SMEs can more easily adjust to market dynamics and overcome ([Hamdani, 2023](#))([Wijaya et al., 2023](#)) and map the key elements in their business, Coffee SMIs can produce higher quality and diverse products, which in turn can increase added value and Attractiveness to buyers/consumers ([Purwanda & Herawati, 2022](#));([Mili & Loukil, 2023](#)).

METHOD

In order to achieve the objective of answering correlational and causal research questions, this study uses a mixed Method approach that combines quantitative and qualitative methodologies. Mandalagiri small and medium-sized Industries (SMIs) operating in Garut Regency were the research respondents. Using a systems approach, the Qualitative analysis concentrates on the Resource-Based View (RBV) framework, specifically by looking at it from a Knowledge sharing point of view. RBV emphasizes the establishment of knowledge-based competitive advantage that is known as valuable, rare, unique, and can be organized within the internal structure of SMI (Barney, 2011). The RBV approach involves conducting interviews to gather information related to the following aspects: Physical Resources: e.g. equipment, facilities, technology, and other physical assets, Human resources: skills, knowledge, experience, and organizational culture, Organizational Resources: organizational structure, systems, processes, and Management, Reputational Resources: brand, customer loyalty, and reputation in the industry. Quantitative analysis was conducted by distributing questionnaires to stakeholders of Mandalagiri Coffee SMI to gain insights on the Influence of resource sharing on key sustainability in their business.

To analyze and formulate the business model using Business Model Canvas (BMC), an approach that combines Qualitative and quantitative data collection and analysis in a series of phases. Qualitative data was collected through FGDs with a 27-question questionnaire to 40 SME members, including community leaders, extension workers, Village and sub-district governments, traders, farmer group administrators, and other relevant institutions and Agencies. Respondents and informants were selected from discussions with farmer groups, village government in Cikeris Village, Cikajang Sub-district, and the Agricultural Extension Centre. Respondent selection criteria included Individuals who were directly involved, had mastery of, or in-depth knowledge of farmer groups and agroforestry Farming in the area. Qualitative data were then analyzed thematically to gain deeper insights into the management of BMC and internal resources in the sustainability of coffee MSMEs.

The population of this study covers the middle level aged 25 - 45 years through focus group discussions (FGDs) with 40 participants, including community leaders, extension workers, village and sub-district governments, traders, Farmer group administrators, and other relevant institutions and agencies. Respondents and informants in this study were selected from discussions with farmer groups, village governments in the Cikeris Village area of Cikajang Sub- District, and the Agricultural Extension Centre. The criteria for the selected respondents were people who were Involved, mastered, and or had knowledge about farmer groups and agroforestry farming in Cikajang District. For Qualitative research, it can be mentioned that it consists of 27 questions (indicators) designed to measure the Sustainability aspects of Economic Aspect, Social Aspect, Environmental Aspect, Innovation Aspect, Governance Aspect Furthermore, the data were analyzed using the Structural Equation Model-Partial Least Squares (SEM-PLS) 4.0 method. This research uses saturated sampling technique, which involves the entire population due to the Homogeneity of Mandalagiri SMEs.

This research was conducted at the Mandalagiri Coffee Producer Cooperative which is a business

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entity that Associates coffee business actors (farmers, processors, roasters, etc.) located in Cikeris Village, Cikandang District Cikajang, Garut Regency, West Java.

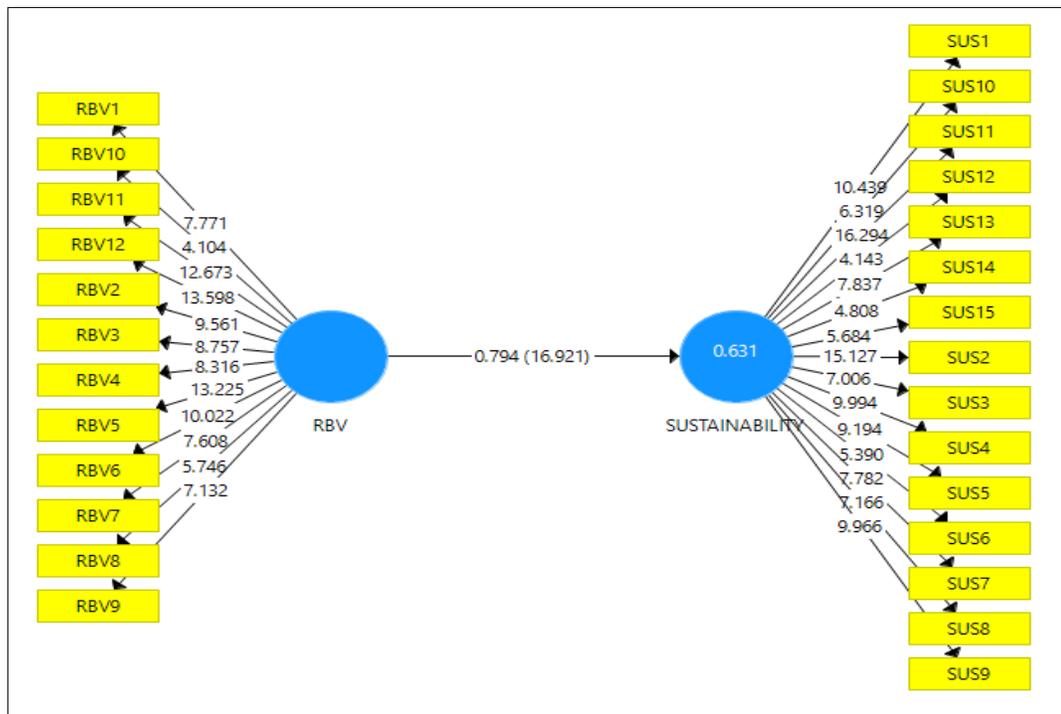
Quantitative Research: "This research uses a validated questionnaire, Equation Model-Partial Least Squares (SEM- PLS) 4.0, which is designed to measure 4 aspects of sustainability. For qualitative research, it can be explained as Follows: "A semi-structured interview guide was developed to explore the experiences of Mandalagiri Coffee SMEs, Focusing on their strategies and processes in various business environments. "In mixed methods research, it can be stated: "Quantitative data were collected using SEM-PLS (4.0), while qualitative data were obtained through semi- Structured interviews that were recorded and transcribed verbatim".

Quantitative data were collected through a one-month field survey platform in April 2025. Respondents were provided with a consent form and clear instructions on how to complete the questionnaire. For qualitative research, the process can be: "In-depth interviews were conducted face-to-face in the Mandalagiri Coffee SMI Environment, Each lasting about 30-60 minutes". In a mixed methods study, it could be written: "Quantitative data collection was completed first, followed by qualitative interviews, which were scheduled based on survey responses and participant Availability."

Quantitative data were analyzed using Equation Model-Partial Least Squares (SEM-PLS) 4.0 to test a series of Relationships that combine factor analysis and regression analysis (correlation), with the aim of testing the relationship Between RBV and Sustainability variables in a model, both between indicators and constructs and relationships between Constructs. For qualitative research, the analysis can be explained as follows: "*The data was thematically analyzed using the Business Model Canvas (BMC), identifying patterns and themes related to the exploration of the supply Chain in realizing sustainability*". In a mixed methods study, it can be stated as follows: "*Quantitative data were Analyzed using Equation Model-Partial Least Squares (SEM-PLS) 4.0, while qualitative data were thematically analyzed to provide deeper understanding and context to the survey findings.*"

This study was approved by community leaders, extension workers, village and sub-district governments, traders, Farmer group organizers, and other relevant institutions and agencies. All participants provided informed consent before participating in the study. Confidentiality was strictly maintained, ensuring participant data was anonymized and stored safely.

RESULT AND DISCUSSION



Source: Primary Data 2025

Based on the results of data processing, it shows that the path coefficient value is 0.794 (Strong) and the t-Statistic is 16.921, indicating that RBV has a significant positive effect on Sustainability. This shows that if the stronger the stronger the influence of RBV on Sustainability.

| R Square | | |
|----------------|----------|-------------------|
| Matrix | R Square | R Square Adjusted |
| | R Square | R Square Adjusted |
| Sustanaibility | 0.631 | 0.621 |

Source: Primary Data 2025

In the context of sustainability, the model is used to predict or explain the factors that affect sustainability (Economic, social, environmental, innovation, and governance). With an R Square of 0.631, the model is quite good at explaining the variability of sustainability by RBV predictors. However, there are still about 36.9% of other factors not included in the model (such as economic, social, environmental, or policy factors not studied). The results showed that the coffee farmer group's

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business and cropping patterns are growing. The following is a current portrait of the Mandalagiri Coffee Business Model Canvas obtained from interviews with Stakeholders And farmer groups, BMC supports sustainable business development. Farmer empowerment is the process of Changing the way of thinking by transforming Human Resources (farmers) into professionals in terms of cultivation Techniques (production), harvest handling, post-harvest marketing, and organizational management. It is expected (Abdelkafi et al., 2023). That overall business performance will be improved through the development of a socially and environmentally based.

Business model to build a sustainable Mandalagiri coffee agro-industry supply chain in Garut Regency, as shown in the following table:

Table 1. Mandalagiri Coffee Business Model Canvas

| Key Partners | |
|--|---|
| Bumdes Together with Farmer Groups, Playing a Role in Indonesian Export Financing Agency | |
| Local Economic Empowerment Through Cooperatives (LPEI) and Farmer Businesses | |
| Forest Village Community Organizations (LMDH) & Directorate General of Social Forestry | |
| Forest Management Units (FMU) - supporting in aspects and Environmental Partnership (PSKL) of forest management and conservation | |
| PT Astra International (CSR & Environment | UNIGA (University of Garut) |
| Ministry of Environment and Forestry (KLHK) | |
| Key Activity | |
| Coffee agribusiness comprises a wide range of operations, from crop cultivation (such as nursery, planting, and maintenance) to post-harvest processing (such as fermentation, selective harvesting, drying, and storage of coffee beans). | |
| Sales of coffee products, both through export channels and retail marketing | |
| Roaster and brewing processes transform raw coffee beans (green coffee beans) into ready-to-brew coffee through a controlled heating process. | |
| Education and training activities refer to the implementation of capacity-building program, which are Specifically aimed at key actors in the coffee value chain, such as farmers, processors, and businesses, to improve technical and managerial capabilities. | |
| Value Propositions | |
| Aspects of export capability to fulfil global market demand consistently in terms of volume and quality. | PT Astra International supports the strengthening of the commodity business ecosystem through cross-sector strategic synergies. This synergy consists of business incubation, access to funding by the Indonesian Export Financing Agency (LPEI), and direct implementers of local communities or |

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| | |
|--|---|
| | Cultivators. |
| Structured, inclusive, and sustainability-oriented supply chain governance. | Through the implementation of Sustainable Good Agricultural Practices (GAP) and Sustainable Development Goals (SDGs), the products produced Have met international standards. |
| Customer Relationships | |
| Providing special discounts to community members to increase loyalty and encourage frequency of purchase, and strengthen Emotional bonds. | Free coffee tours provide a hands-on experience for consumers to get to know the full process of coffee cultivation, processing, and serving. |
| By providing free educational resources, both online and offline, producers are committed to educating their consumers to increase literacy, understand the product and understand the sustainable value of coffee. To generate more active and long term valuable relationships | |
| Customer Segments | |
| Institutions as strategic partners in programed development, education, and research and innovation collaboration | Small and Medium Industries (SMIs) trade and exporters: contribute to market spread, especially international markets. |
| Coffee shops as the main distribution channel that introduces coffee products to end customers | Forwarders (logistics companies): help the supply chain and distribution of coffee products run smoothly |
| The general public serves as direct beneficiaries and potential consumers of coffee products. | End users: as the main targets who enjoy the products directly and contribute to the increase in market demand. |
| Processed coffee product entrepreneurs: utilise coffee as raw material to create added value. | |
| Key Resources | |
| Aspects of coffee development (facilities & accessibility): includes supporting infrastructure, such as processing facilities, transport facilities, and easy access to markets and other resources. | Experienced human resources: refers to the availability of human resources with practical knowledge, technical skills, And relevant experience in the coffee industry. |
| Land availability: Indicates that there is adequate cultivation space, which is essential for growth and survival. | Member Participatory Relationship: for members or farmers to cooperate and be actively involved in decision-making And program implementation. |
| Land suitability: soil fertility, and topography work together to support optimal growth and quality of coffee | |

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yields.

Channels/outreach

Ministry of Environment and Forestry (MoEF) focuses on natural resource management, environmental conservation, pollution control, and protection of forests and biodiversity. and Trade Attaché (Atdag) the official representative of the Ministry of Trade to promote Indonesian products and services, Open market opportunities, and support Indonesian businesses in the international market.

Resellers

Exhibition/Expo: An interactive method to introduce goods and services to a wider public.

Social media (IG, X, Telegram, WA)

Market Place (Shopee, Tokopedia)

Outlet

Cost Structure

Production costs: includes costs for cultivation, post-harvest, coffee raw materials, labor salaries, storage And warehouse, as well as procurement, training, marketing, and product handling.

Education and training costs: Allocated to improve human resource capabilities to support knowledge- Based innovation and production quality.

Buyer visit/expo costs (transport and accommodation): These are intended to support promotion, expand market networks, and build business relationships with national and international partners or potential Buyers.

Revenue Streams

Procurement of coffee goods and services: Includes revenue earned through the sale of green coffee beans and boiled coffee beans, as well as services related to coffee facilities. This field indicates that various Products and services are the main sources of revenue.

Sales from outlets: Revenue derived from direct transactions occurring in physical stores that are Experiential and enhance direct customer interaction.

Table 2. Key Findings from the Literature Review

| No | Author & Year | Research Focus | Key Findings | Relevance to RBV & Sustainability |
|----|------------------------|--|--|--|
| 1 | (Hermina et al., 2023) | Coffee waste utilization & livestock management | Counselling and assistance to improve local resource utilization | RBV: Optimization of internal resources → Sustainability |
| 2 | (Hermina et al., 2023) | Development of innovation capabilities of coffee MSMEs through knowledge sharing | Knowledge sharing improves innovation capability | RBV: Knowledge as a strategic resource → Sustainability |

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| No | Author & Year | Research Focus | Key Findings | Relevance to RBV & Sustainability |
|----|-----------------------------|---|---|--|
| 3 | (Wardana & Sitania, 2023) | Business strategy through BMC in coffee shops | BMC helps develop an effective business strategy | BMC supports resource management and continuous innovation |
| 4 | (Wardana & Sitania, 2023) | Business Model Generation | BMC guides innovation and business planning | BMC provides RBV framework for sustainability |
| 5 | (Hamdani, 2023) | Strategic innovation model for MSMEs | Strategic innovation improves business performance | RBV: Utilization of internal capabilities → Sustainability |
| 6 | (Yulian & Soegoto, 2020) | Creative coffee business planning with BMC | BMC makes planning and innovation easier | RBV: Utilizing creative resources → Sustainability |
| 7 | (Purwanda & Herawati, 2022) | BMC strategy of coffee farmer groups | BMC improves the effectiveness of farmer group strategies | RBV: Optimization of collective resources → Sustainability |
| 8 | (Wijaya et al., 2023) | BMC training for coffee farmers | Training improves agribusiness development capabilities | RBV: Human resource capacity → Sustainability |
| 9 | (Barney, 2011) | RBV Theory | Unique internal resources provide competitive advantage | Basis of RBV theory → Sustainability of the organisation |
| 10 | (Guang-wen & Siddik, 2022) | CSR & green finance in banking | CSR and green finance practices improve environmental performance | RBV & sustainability: Integration of resources and sustainable practices |

This research shows that the implementation of Business Model Canvas (BMC) at Mandalagiri Coffee has a strong relationship with the organization's internal capabilities evaluated through the Resource-Based View (RBV) Perspective. The integration of BMC and RBV shows that business model innovation and excellent internal resource Management are the main drivers of sustainable strategy sustainability (Piboonrungraj et al., 2024). BMC elements such as critical partners, critical resources, and value proposals become key drivers of sustainability, while RBV ensures that internal Capabilities are strategically utilized to create sustainable competitive advantage. This method forms the foundation for building a coffee agro-industry supply chain that is professional, adaptive, and oriented towards social, economic, and environmental sustainability. This finding is in line with the literature showing the importance of RBV in driving sustainability through Strategic utilization of internal resources (Barney, 2011); (Hermina, 2022) Research related to BMC in coffee MSMEs confirms

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that the systematic application of business models improves supply chain effectiveness, Product quality, and customer loyalty ([Wardana & Sitania, 2023](#)). The integration of RBV and BMC reinforces previous findings that a combination of internal resource management and business model innovation contributes to business sustainability. Limitations of this study do not cover a wide geographical area: this study only discusses Mandalagiri Coffee in Garut Regency, especially the Cikajang sub-District area, so it should not be generalized to other areas. Qualitative data is too dominant: There is a possibility of Subjective bias due to observations and interviews being the main source and limited external aspects. Factors such As the global market, regulations, and climate change have not been thoroughly studied. Recommendations for Future Research: Expand the research area by conducting comparative research with coffee farmer groups in other regions to find broader patterns of sustainability. To increase the validity of the results, use a combination method that combines qualitative and quantitative analyses in the survey. Focus on external factors, such as how regulations, Global market conditions, and climate change impact the sustainability of coffee SMEs. ([Kurniasari et al., 2025](#)). Then, it created a predictive Model, the RBV-BMC model ([Piboonrunroj et al., 2024](#)), which can quantitatively predict the success of sustainable strategies.

Our findings show that Mandalagiri Coffee Farmer Group's cropping and business patterns have evolved with The Business Model Canvas (BMC) as a supporting framework for business sustainability ([Joyce et al., 2016](#)). Competitive advantage Relies on partners, resources, and value proposition, and is supported by professionalization and empowerment of Farmers through improved HR capabilities in cultivation, processing, marketing, and organizational management. RBV (VRIO) analysis shows that the management of valuable, rare, difficult to imitate, and organized internal Resources has a significant positive effect on sustainability (path coefficient = 0.794 (Strong), t-statistic = 16.921) in Line with previous research ([Barney, 2011](#));([Hermina et al., 2023](#)). The integration of BMC and RBV Strengthens supply chain effectiveness, product quality, and customer loyalty, in coffee MSMEs ([Wardana & Sitania, 2023](#)); ([Purwanda & Herawati, 2022](#));([Wijaya et al., 2023](#)), However, our research increases evidence on how the Business Model Canvas (BMC) and Resource-Based View (RBV) are applied in the context of coffee MSME Sustainability ([Fadillah et al., 2019](#)). In particular, we look at how strategic management of internal resources (HR, technology, reputation, and partner network) drives professionalization, supply chain efficiency, and the achievement of sustainability goals ([Ferlito & Faraci, 2025](#))

These findings are in line with previous research that shows that RBV can help improve sustainability by strategically utilizing internal resources ([Barney, 2011](#))([Hermina et al., 2023](#))Research related to BMC in coffee MSMEs shows that supply chain effectiveness, product quality, and customer loyalty increase with the application of a systematic business model ([Wardana & Sitania, 2023](#)) ([Purwanda & Herawati, 2022](#)); ([Wijaya et al., 2023](#)). Previous findings that the combination of internal resource management and business model innovation improves business sustainability is strengthened by the integration of RBV and BMC ([Wijaya et al., 2023](#)) ([Osterwalder & Pigneur, 2017](#); ([Stork et al., 2023](#)); ([Suzianti et al., 2024](#)). Furthermore, the role of digital transformation and strategic process innovation found in other SMEs is consistent with our results, showing that BMC provides adaptability in

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dynamic market conditions ([Rojas-garcía et al., 2024](#)); ([Sumara, R. \(2024\). Integrating SWOT analysis and Business Model Canvas: A strategic approach for Indonesian coffee shops. ECo-Buss, 7\(1\), 2023](#)) Our findings also align with research emphasizing the importance of sustainability transformations through multi-stakeholder collaboration in the coffee supply chain ([De Felice et al., 2025](#)); ([Wright et al., 2024](#)). Limitations and concerns although this study provides important insights into how the Business Model Canvas (BMC) and Resource-Based View (RBV) can be applied to maintain the ([Sumara, R. \(2024\). Integrating SWOT analysis and Business Model Canvas: A strategic approach for Indonesian coffee shops. ECo-Buss, 7\(1\), 2023](#)) Sustainability of coffee MSMEs, there are several limitations ([Purwadi et al., 2024](#)). First, the cross-sectional research design limits the ability to determine causal relationships between business sustainability, BMC, and internal resource management. Second, the study's focus on the Mandalagiri Coffee Farmers Group may limit the generalizability of the findings to other coffee MSMEs with different social, cultural, or economic contexts. In addition, reliance on internal reports and farmer group interviews may lead to biases, such as over-perceptions of strategy effectiveness and human resource capabilities. Thirdly, the geographical focus of this study on Kampung Cikeris Cikajang may limit the generalizability of the findings to other areas with different cultural and economic landscapes. Future studies should utilize a longitudinal design and include a more diverse sample of coffee SMEs to overcome these limitations and provide more robust insights.

While this study provides important insights into how the Business Model Canvas (BMC) and Resource-Based View (RBV) can be applied to maintain the sustainability of coffee MSMEs, several limitations exist. First, the cross-sectional study design limits the ability to determine causal relationships between business sustainability, BMC, and internal resource management. Second, the study's focus on the Mandalagiri Coffee Farmers Group may limit the generalizability of the findings to other coffee MSMEs with different social, cultural, or economic contexts. Furthermore, the reliance on internal reports and farmer group interviews may introduce biases, such as overestimating the effectiveness of strategies and human resource capabilities. Third, the study's geographic focus on Cikeris Village in Cikajang may limit the generalizability of the findings to other regions with different cultural and economic landscapes. Future studies should employ a longitudinal design and include a more diverse sample of coffee MSMEs to address these limitations and provide more robust insights.

Future research should focus on the limitations of this study to determine broader patterns of sustainability, Comparative research should be conducted with coffee farmer groups in other areas to increase the validity of the Results, mixed methods should be used, combining qualitative analysis and quantitative surveys. Focus on external Factors by analysing the impact of legislation, the state of the global market, and climate change on the resilience of the coffee industry by generating a predictive model with the RBV-BMC model, which can quantitatively predict the Success of sustainable strategies.

CONCLUSION

This study investigates the integration of Business Model Canvas (BMC) and internal resource management (RBV/VRIO) in the Mandalagiri Coffee supply chain and aims to assess how the combination of business model and internal resources support the sustainability of the coffee industry. The findings show that the cropping and business Patterns of the Mandalagiri Coffee Farmer Group have evolved, with competitive advantages underpinned by human Resources, technology, reputation, and partner networks, highlighting the importance of farmer professionalization And supply chain effectiveness in improving product quality and customer loyalty. Notably, this study extends the Evidence on the contribution of BMC and RBV integration in supporting the sustainability of coffee MSMEs. The Results underscore the importance of strategic management of internal resources and business model innovation as Key factors of sustainability, suggesting the adoption of farmer empowerment practices and structured resource Management in the coffee sector and related MSMEs. The study is small enough to provide important insights into the viability of the Mandalagiri coffee supply Chain. However, there are some caveats, such as its focus on one group of farmers, which makes it difficult to Generalize to other coffee MSMEs. To improve our understanding of the sustainability of the coffee industry, future Research should concentrate on analyzing and comparing different locations of coffee MSMEs to test the consistency of the BMC-RBV model.

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