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Literature Review on BRI Client's Coffee Export and Competitive Advantage Through Sustainability

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) in the coffee sector, particularly those supported by BRI Bank, hold significant potential to contribute to national coffee exports. Various structural and operational challenges are still encountered, such as limited access to financing, low levels of technology adoption, and difficulties in meeting international market standards. This study aims to develop an empowerment model that enables MSMEs to build long-term competitive advantage through sustainable business practices. Employing a literature review approach, this study synthesizes previous empirical findings to analyze the role of BRI's empowerment initiatives such as training, mentoring, and financing in enhancing MSME performance. The findings reveal that sustainability-oriented empowerment focusing on market-driven training, digitalization of export processes, and inclusive financing access significantly enhances the competitiveness of MSMEs. The main contribution of this study is the formulation of an integrated empowerment model based on the Resource-Based View (RBV), emphasizing the development of valuable, rare, and inimitable resources as a foundation for sustainable competitive advantage.

Keywords

Coffee Export, Empowerment Model, MSMEs Competitiveness, Sustainable Business.

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) serve as a cornerstone of Indonesia’s economy, numbering over 65.4 million units in 2024. They contribute approximately 61.1% to the national Gross Domestic Product (GDP) and absorb more than 97% of the workforce (Ministry of Cooperatives and SMEs, 2024). MSMEs operate across various sectors such as trade, services, agriculture, and home industries, demonstrating remarkable resilience, particularly during the COVID-19 pandemic (World Bank, 2022). However, key challenges including limited access to financing, low managerial capacity, minimal technology adoption, and difficulties in market expansion especially in international markets continue to constrain the development potential of MSMEs (Tambunan, 2019). Therefore, sustainable and comprehensive empowerment of MSMEs is essential to enhance competitiveness in the digital economy and open market era (OECD, 2023).

The coffee sector represents a strategic MSME subsector with significant export potential. The majority of Indonesia’s coffee production is managed by smallholder farmers and micro enterprises, accounting for 96% of the national coffee plantation area (Ministry of Agriculture, 2023). Indonesian coffee varieties such as Gayo Arabica, Toraja, Kintamani, and robusta from Lampung and Java are globally renowned for their distinctive quality and flavor profiles. Coffee MSMEs not only contribute to export revenues and national income but also support rural community welfare by creating employment opportunities and empowering local economies.

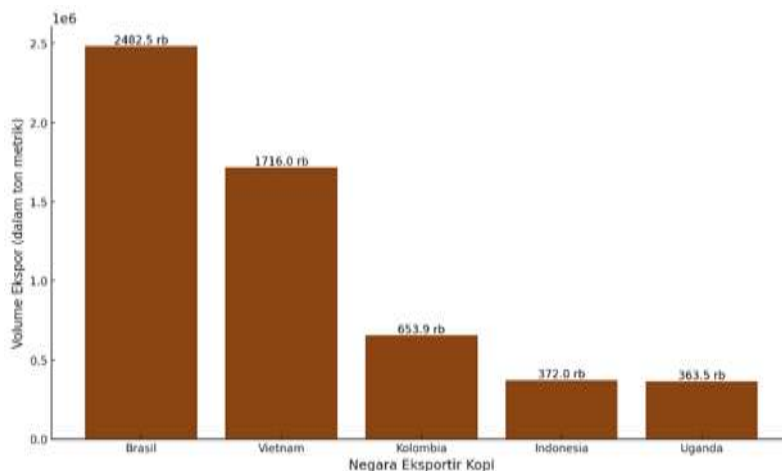


Figure 1. World's Largest Coffee Export Volume in 2024

According to a report from the United States Department of Agriculture (USDA), Indonesia’s total coffee exports for the full year 2023/2024 are estimated to reach 372,022 tons. This volume ranks Indonesia as the fourth-largest coffee exporter in the world, following Brazil, Vietnam, and Colombia (USDA, 2024). The increasing global demand for coffee, particularly from Southeast Asian countries, Europe, and the United States, has contributed to the growth of Indonesian coffee exports. Indonesia’s coffee exports are dominated by robusta coffee, instant coffee, and other processed coffee products, which are highly favored in the global market, especially for more affordable coffee options (Husnah & Ichwan, (2023). The largest export destinations for Indonesian coffee include the Philippines, the United States, and Malaysia, indicating strong demand for Indonesian coffee in these regions (Ginting and Kartiasih, 2019).

Although Indonesia's coffee production has been growing year over year, its competitiveness in the global market still lags behind Vietnam. Vietnam is capable of exporting over 1.7 million tons of coffee annually, positioning it as a key player in the global coffee value chain (Rahmasari, 2023; Nguyen et al., 2024). This gap highlights significant differences in production capacity and export efficiency between the two countries. Various challenges such as low supply chain efficiency, limited value-added coffee processing, and restricted access to financing remain major obstacles for coffee MSMEs to enhance their position in international markets. Additionally, complex export regulations and insufficient understanding of international quality standards hinder the expansion of global market access (Ministry of Trade, 2023).

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Although Indonesia's coffee production has been growing year by year, its competitiveness in the global market still lags behind Vietnam. Vietnam's ability to export more than 1.7 million tons of coffee annually establishes it as a key player in the global coffee value chain (Nguyen et al., 2024). This gap highlights significant differences in production capacity and export efficiency between the two countries. Various challenges such as low supply chain efficiency, limited value-added coffee processing, and restricted access to financing remain major obstacles for coffee MSMEs to enhance their position in international markets. Additionally, complex export regulations and a lack of understanding of international quality standards hinder the expansion of global market access (Kementerian Perdagangan, 2023).

In addressing this issue, the study employs a literature review method to synthesize various empirical findings related to the empowerment of coffee MSMEs, particularly in the context of strengthening export capacity and creating sustainable competitive advantages supported by Bank Rakyat Indonesia (BRI) through training, mentoring, and financing. The empowerment initiatives not only enhance production capacity and coffee product quality but also promote the adoption of sustainable practices such as environmentally friendly farming, quality certification, and marketing digitalization. This empowerment encompasses strengthening financial literacy, expanding access to global markets, and integrating MSMEs into sustainable value chains Hamdan and Tajuddin (2024). This approach allows for an in-depth exploration of various empowerment models that have been implemented and an evaluation of the success of programs aimed at improving competitiveness and access to international markets.

This study fills a gap in the literature by analyzing how the synergy between MSMEs and financial institutions, particularly Bank Rakyat Indonesia (BRI), can create an effective and sustainable export empowerment model. As a theoretical foundation, research by Tjahjadi et al. (2024) indicates that the management of valuable, rare, inimitable, and non-substitutable internal resources is key to the success of MSMEs in building sustainable competitive advantages. Their study emphasizes the importance of entrepreneurial competence, business network innovation, market orientation, and the application of appropriate technology as primary factors in enhancing the competitiveness of coffee MSMEs in the global

market. These findings support the use of the Resource-Based View (RBV) framework in this study to formulate an empowerment model that is adaptive to global challenges through strengthening the internal capacity of MSMEs and external support from financial institutions.

This article aims to provide theoretical insights into an export-based empowerment model for coffee MSMEs supported by financial institutions, focusing on the integration of financing, training, and digitalization facilitation as key factors in enhancing competitiveness and sustainably expanding access to international markets. The article employs a literature review method to examine various empirical findings that illustrate the synergy between MSME actors and financial institutions, particularly Bank Rakyat Indonesia (BRI), in building internal capacity and creating integrated external support. The study's outcomes are expected to serve as a reference for developing collaborative strategies between MSMEs and financial institutions, as well as to contribute meaningfully to strengthening the export-based economy in the coffee sector and other leading commodity sectors.

2. Literature Review

2.1. Resource Based View

The Resource-Based View (RBV) theory is a strategic approach that emphasizes the role of a company's internal resources as the primary foundation for creating sustainable competitive advantage. RBV focuses on the identification and utilization of resources possessing the VRIN characteristics: valuable, rare, inimitable, and non-substitutable. These resources may include physical assets, human capital, organizational capabilities, and technology, all of which significantly support the firm's strategic advantage (Kessler, 2013). RBV serves as a framework for identifying relevant resources, highlighting the importance of internal organizational resources such as financial, human, organizational, and technological assets in supporting business practices (Kumar & Gembali, 2025). Originally developed by Wernerfelt (1984), the Resource-Based View explains how internal resources that are valuable, uncommon, difficult to imitate, and irreplaceable can provide competitive advantage. However, not all company resources are equally valuable in generating long-term competitive advantage.

This theory remains highly relevant today as businesses increasingly focus on intangible resources such as intellectual capital. When businesses engage in appropriate programs, possessing intellectual capital that is valuable, rare, and hard to imitate especially utilized capital (effective management of physical assets in business operations, since without utilized capital, intellectual capital cannot generate value), structural capital (technology that drives innovation, integrated information systems, effective corporate procedures, and extensive databases facilitating long-term decision-making), and human capital (employees with knowledge, talent, and the ability to innovate and identify commercial opportunities in the workplace) these three elements of intellectual capital can be combined to deliver a competitive advantage that is difficult for competitors to replicate. This advantage stems from an effective internal structure and employees possessing valuable skills and knowledge that can optimally influence market responsiveness (Kessler, 2013).

2.2. Empowerment Theory

Empowerment theory emphasizes the importance of leadership styles that share power and decision-making to create a work environment that supports innovation and collaboration (Pett et al., 2024). Empowering leadership enhances financial and social performance through knowledge transfer driven by trust among team members, although this process can be complex and may impact financial outcomes. In the digital era and Industry 4.0 transformation, empowering human resources is

crucial, particularly through the development of technical skills, problem-solving abilities, strategic flexibility, and digital technology training. Investment in training and long-term planning is essential to improve operational efficiency and competitiveness in the digital age.

Psychologically, empowerment reflects intrinsic motivation composed of four main dimensions: meaning, competence, self-determination, and impact (Kessler, 2013). Empowerment is also influenced by individual characteristics, the work environment, and leadership practices that support participation and access to information. Transformational leadership plays a significant role in enhancing employees' sense of control and competence.

Empowerment models have evolved to the team level, where shared perceptions of meaning, effectiveness, autonomy, and consequences are key to successful collaboration and group performance. Thus, empowerment not only fosters individual growth but also strengthens overall organizational performance. In the context of coffee MSMEs, the application of empowerment theory is highly relevant for enhancing human resource capacity and promoting innovation in production and marketing processes. Effective empowerment approaches can strengthen the ability of coffee MSMEs to face global market challenges, particularly in meeting quality standards and leveraging digital technology to expand export market access.

2.3. Competitive Advantage Through Sustainability

Product competitiveness in the international market can be analyzed through the concepts of comparative advantage and competitive advantage. Comparative advantage focuses on a country's ability to produce goods at relatively lower costs compared to other countries, whereas competitive advantage emphasizes the ability to create added value through quality, innovation, and sustainable product differentiation (Porter, 1990). Both concepts are crucial for understanding Indonesia's position in the global coffee market.

Indonesia holds a comparative advantage in the United States market, indicated by a Revealed Comparative Advantage (RCA) value above 1, showing that Indonesian coffee products are relatively more competitive in terms of cost and export volume (Innayatuhibbah et al., 2024). However, the main challenge lies in transforming this comparative advantage into a sustainable competitive advantage. This is reflected in the Export Product Dynamic (EPD) analysis, where Vietnamese coffee is positioned as a Rising Star with dynamic growth, while Indonesian coffee remains in the Lost Opportunity category.

Indonesia's competitive advantage in coffee is influenced by factors such as innovation, product quality, and production efficiency. Vietnamese coffee offers more competitive prices with high export volumes, despite generally lower quality. Conversely, Indonesian coffee is renowned for its premium quality and unique flavor but faces quality instability due to traditional farming practices, aging coffee plants, limited innovation, and insufficient international certifications. According to Porter's (1990) competitive advantage theory, technological innovation and product differentiation through quality and sustainability are fundamental pillars for building a competitive position in the global market.

Competitive advantage through sustainability not only relies on product quality and innovation but also incorporates environmental and social dimensions as part of a long-term business strategy. Recent studies by Sarfraz et al. (2023) suggest that sustainable supply chain management, integrating environmental and social aspects, can significantly enhance company performance and competitiveness. This approach adopts the Resource-Based View (RBV) perspective, highlighting the importance of organizational capabilities in responsibly managing natural resources to achieve long-term competitive advantage. By adopting comprehensive sustainability practices—from environmentally friendly farming and efficient processing to marketing oriented towards social and environmental values Indonesian coffee

MSMEs can build a competitive advantage that is difficult for competitors to imitate. Furthermore, competitive advantage is also influenced by external factors such as trade policies, price flexibility, market access, and proactive government support. Regulatory barriers and logistics costs, especially in markets like China, require operational efficiency strategies and enhanced quality certifications to maintain competitiveness (Paksi et al., 2024).

2.4. International Market Access

International market access refers to a company's, particularly MSMEs', ability to sell products or services in foreign markets, influenced by innovation, production efficiency, and trade policies (Peluffo et al., 2020). Innovation in production processes has proven to be more significant in enhancing export access as it reduces costs and strengthens price competitiveness, while policy support such as incentives and trade promotion also plays a vital role. The ability of MSMEs to recognize and respond to global market opportunities through entrepreneurial alertness (EA) is a key factor in opening international market access (Lew et al., 2023). Business model innovation is required to tailor value creation and delivery to diverse market characteristics, enabling more effective export expansion.

In uncertain global market conditions, such as during the COVID-19 pandemic, flexibility in establishing and managing international strategic alliances becomes a major competitive advantage for MSMEs (Zahoor & Lew, 2023). International marketing capabilities and the adoption of digital technology strengthen MSMEs' ability to understand target markets, customize products, and open new distribution channels in real time. Moreover, MSMEs' readiness to enter global markets is highly influenced by planned business strategies and sound financial decision-making, including adequate access to financing (Muharam et al., 2020). Access to capital is a crucial factor enabling MSMEs to increase production capacity, meet product standards, and enhance competitiveness in international markets.

2.5. The Role of Financial Institutions

Financial institutions do not merely serve as capital providers but also act as empowering agents that help MSMEs enhance their business capacity and capabilities. According to Hulme and Mosley (1996), financial institutions play a strategic role in economic empowerment through the provision of inclusive financial access, mentoring, and training that promote improvements in managerial and technical skills of business actors. This approach aligns with empowerment theory, which emphasizes the importance of external support to strengthen the internal capacity of MSMEs to adapt to market changes and seize growth opportunities. Financial institutions play a crucial role in MSME development, particularly for the ultra-micro segment facing capital constraints and often operating informally. Access to financing enables MSMEs to scale up operations, increase production capacity, and reach broader markets while maintaining financial stability amid market fluctuations (Wulandari et al., 2025).

Research indicates that financial inclusion through financial institutions significantly contributes to MSME performance due to easier access and more flexible requirements compared to conventional banking (Ainun et al., 2024). Beyond financing, financial institutions also contribute through training, financial product innovation, and market network development, including international markets. Thus, financial institutions function as key drivers in enhancing MSME competitiveness by providing inclusive financing tailored to the demands of global markets.

The integration of the Resource-Based View (RBV) framework, empowerment theory, competitive advantage concepts, international market access, and the role of financial institutions provides a comprehensive theoretical foundation to understand the dynamics of coffee MSME empowerment. RBV emphasizes the importance of

managing unique and valuable internal resources, while empowerment theory highlights the necessity of enhancing human resource capacity through training and support. The concepts of competitiveness and market access focus on innovation, efficiency, and market adaptation as keys to export success. Meanwhile, the role of financial institutions serves as a critical external factor by supplying capital, training, and networks that enable MSMEs to effectively implement these strategies. This integrated approach allows researchers to synthesize empirical findings from related literature and formulate a sustainable, integrated empowerment model for coffee MSMEs to improve competitiveness and expand global market access.

3. Methods

This study employs a qualitative literature review to examine key factors in the empowerment model of coffee MSMEs as clients of Bank Rakyat Indonesia (BRI) engaged in export activities. The literature review focuses on academic publications, policy reports, and relevant internal BRI documents, covering the period from 2020 to 2025. This approach aims to identify concepts, theories, and best practices related to MSME empowerment, coffee competitiveness, international market access, and the role of financial institutions in supporting MSME development.

The literature review utilizes the Resource-Based View (RBV) framework and empowerment concepts to investigate how strengthening valuable, rare, inimitable, and non-substitutable (VRIN) internal resources can support the sustainability and competitiveness of coffee MSMEs. Data for the review were collected through a systematic search of leading academic databases such as Google Scholar, Scopus, and SINTA, as well as research platforms like ResearchGate and Emerald. Search keywords included themes related to MSME empowerment, coffee competitiveness, international market access, and the role of financial institutions in MSME development. Selected literature met specific criteria, including academic journal articles published between 2020 and 2025, as well as relevant books and official documents without publication year restrictions. The main focus was on studies discussing digital transformation, MSME empowerment, and strategies to enhance the competitiveness and sustainability of coffee MSMEs in the export context. In total, 31 sources comprising books, journal articles, reports, and regulatory documents were synthesized to provide a comprehensive overview of effective and sustainable MSME empowerment practices, serving as the foundation for formulating an appropriate empowerment model.

This approach emphasizes identifying major themes emerging from various literature sources and systematically organizing these themes to reveal meaningful patterns and relationships within the context of coffee MSME empowerment. The process is inductive, wherein the researcher gradually builds meaning from the collected literature data without imposing a predetermined theoretical framework initially, while still using the Resource-Based View as the conceptual basis for interpreting findings. Thus, this thematic synthesis approach enables the development of a comprehensive and relevant depiction of empowerment practices, which can be used as a foundation to formulate an effective and sustainable MSME empowerment model. Additionally, this method requires the researcher to reflect on the social and economic context underlying the phenomenon studied, ensuring that the analysis is not merely descriptive but also interpretive and contextual.

4. Results

This literature review aims to build a theoretical and conceptual foundation for formulating an empowerment model for coffee MSMEs that are clients of Bank Rakyat Indonesia (BRI), particularly in strengthening competitiveness and international market access. The findings are organized into three main themes: (1)

strengthening internal resources through the Resource-Based View (RBV) approach, (2) the role of financial institutions in facilitating export based MSME empowerment, and (3) sustainability as an Integrative Strategy to Address Challenges and Enhance the Competitiveness of Indonesian Coffee Exports.

4.1. Strengthening Internal Resources: A Resource-Based View (RBV) Perspective

One of the key theoretical contributions of this study is the importance of the Resource-Based View (RBV) approach in building sustainable competitive advantage for MSMEs. RBV emphasizes that a company's internal resources whether physical assets, managerial skills, networks, or expertise are fundamental foundations for creating added value that is difficult for competitors to imitate (Wernerfelt, 1984; Kessler, 2013). In the context of Indonesian coffee MSMEs, various studies indicate that local resources such as the unique quality of coffee beans, geographical indications, and traditional wisdom in post-harvest processing are strategic assets that have not yet been optimally utilized (Husain & Umami, 2023; Tjahjadi et al., 2024).

For instance, Gayo, Toraja, and Mandailing coffees possess distinctive flavor profiles and soil characteristics that can command high prices in international markets. However, limitations in product innovation, branding, and packaging often result in Indonesian coffee being marketed mostly as raw beans with low added value. As shown by Yohanes et al. (2024), strengthening technological innovation such as modern coffee roasting and utilizing business model innovations can significantly enhance product value. This is crucial for increasing the added value of Indonesian coffee products, enabling them not only to be exported as raw materials but also as processed products with higher market value globally.

Furthermore, human resource competence is another decisive factor. Tjahjadi et al. (2024) emphasize the importance of human capital readiness and information as mediators in strengthening the sustainability of MSME businesses. In the context of coffee exports, this means that MSME actors must not only master technical production aspects but also understand international market dynamics, global quality standards, and cross-cultural negotiation skills. The RBV approach also provides a foundation for developing training and mentoring strategies based on the real needs of business actors. Empowerment programs that are merely ceremonial or generic will be ineffective if they do not align with the unique internal resources of MSMEs. Therefore, the empowerment model developed needs to adopt the principle of customized capacity-building, emphasizing differentiation based on local potential and the individual needs of coffee MSMEs in each region.

4.2. The Role of Financial Institutions in Facilitating Export-Based MSME Empowerment

Strengthening the capabilities of coffee MSMEs as business actors in the global export market requires a comprehensive approach that goes beyond internal resource development and involves external support from financial institutions. Bank Rakyat Indonesia (BRI) occupies a strategic position in this empowerment through various programs designed to holistically enhance MSME capabilities. Besides providing easy and affordable access to financing, BRI offers training, mentoring, business process digitalization, and connects MSMEs with international market networks. Thus, BRI's role is not limited to financing but also encompasses empowerment through training, mentoring, digitalization, and connectivity to international markets. Through initiatives such as the BRI UMKM Export Program, BRI has become a central actor in promoting MSME inclusion in global export markets. The empowerment programs, provided in collaboration with third parties, aim to help MSMEs grow towards global markets while maintaining loyalty to BRI.

The approach to strengthening coffee MSME capabilities is further understood through the Resource-Based View (RBV) framework, emphasizing the importance of resources and capabilities that are valuable, rare, inimitable, and non-substitutable known as the VRIN attributes. Valuable resources refer to MSME capabilities that must add real value to products and business processes, such as improving coffee quality, processing innovation, and supply chain efficiency. Training provided by BRI targets technical and managerial skills to enable MSMEs to produce internationally standardized, highly efficient products (Tjahjadi et al., 2024). Inimitable capabilities arise from ongoing mentoring and the development of export community networks facilitated by BRI, creating collective capabilities difficult for competitors to replicate due to synergies between local knowledge, technology, and institutional support. The community-based empowerment model built by BRI enables continuous knowledge transfer and adaptive innovation to market changes. Non-substitutable elements refer to collaborations among MSMEs, financial institutions, government, and logistics actors that establish a solid business ecosystem difficult to replace. This system ensures coffee MSMEs have access not only to capital but also to supporting services such as international certification, export transaction digitalization, and business matching programs with global buyers.

In the empowerment context, BRI assists in developing and managing these internal resources into sustainable competitive advantages. For example, technical and managerial training facilitated by BRI enhances the added value of coffee products through improved quality and production efficiency, while access to modern technology and rare market networks becomes unique advantages difficult for competitors to possess (Tjahjadi et al., 2024; Husain & Umami, 2023). Continuous mentoring and export development supported by BRI generate collective capabilities that are hard to imitate, simultaneously building a robust business ecosystem not easily replaced by other business models (Wulandari et al., 2025).

Recent studies reinforce the role of financial institutions in strengthening MSMEs' human and social capital. For instance, research in Southeast Asia shows that interventions combining financing with training and technical mentoring significantly improve MSME export performance (Nguyen et al., 2022). This also applies to Indonesian coffee MSMEs, where VRIN-based capability strengthening not only boosts product quality but also enhances adaptability to international market dynamics. Digitalization support provided by BRI accelerates MSME business processes by facilitating access to export transaction platforms, business performance monitoring, and administrative reporting. This digitalization contributes to strengthening organizational capabilities, a critical aspect of effective internal resource management.

It is important to note that the contribution of financial institutions is not only direct but also systemic. Financial inclusion produces a dual effect for MSMEs: on one hand, it helps overcome financing barriers, and on the other, it creates business discipline and access to supportive networks. The business matching program run by BRI will connect coffee MSMEs with international buyers, enabling future export contracts. Through this program, MSMEs gain not only export contract opportunities but also build economies of scale and efficiency through collective synergy. Consequently, MSMEs no longer operate independently but as part of a production and distribution ecosystem supported by financial institutions, local governments, and logistics partners. This integrated empowerment model is key to accelerating export readiness and enhancing the competitiveness of coffee MSMEs in the global market.

Besides focusing on VRIN attributes, sustainability is also a crucial component in strengthening coffee MSME capabilities. The global trend toward environmentally

friendly and sustainable products presents significant opportunities for MSMEs to highlight the added value of Indonesian specialty coffee. BRI promotes the adoption of sustainable farming practices and environmentally friendly technologies through financing access directed at green investments and intensive training. This sustainability approach not only improves product quality but also strengthens the image and appeal of Indonesian coffee in international markets increasingly concerned with social and environmental issues (Fontana & Pisalyaput, 2023; Kittichotsawat et al., 2024). The integration of VRIN-based capability strengthening with sustainability strategies creates a robust and enduring competitive advantage.

4.3. Sustainability as an Integrative Strategy to Address Challenges and Enhance the Competitiveness of Indonesian Coffee Exports

Despite Indonesia is renowned as one of the world's leading coffee producers, the competitiveness of its coffee exports continues to face several structural challenges. This study identifies three key issues: (1) inefficiencies in the supply chain, (2) limited innovation and product differentiation, and (3) barriers to meeting international quality standards and certifications. Supply chain inefficiencies often result in waste, high distribution costs, and inconsistent product quality. Optimizing the supply chain through the adoption of digital technologies and integrated logistics systems is therefore essential. For example, several coffee cooperatives in Aceh have implemented environmentally friendly post-harvest management systems. These practices not only reduce the use of harmful chemicals and water waste but also preserve the quality of coffee beans to meet sustainable export standards (Nguyen et al., 2024).

Furthermore, the lack of innovation and low value-added content in coffee products poses another obstacle. Most Indonesian coffee is still exported in raw form, unlike competitors such as Brazil and Colombia, which have successfully developed processed coffee products like instant coffee, coffee capsules, and ready-to-drink variants. Value-added product development not only enhances economic returns but also strengthens Indonesia's bargaining position in an increasingly competitive global market. For instance, coffee SMEs in Flores that have obtained Fair Trade certification have succeeded in penetrating the European market at premium prices while ensuring environmentally friendly farming practices and improving farmers' welfare.

The third challenge lies in the limited access to international quality standards and certifications, often due to high certification costs and a lack of information. In this regard, intensive mentoring and collaboration with certification bodies are crucial in helping SMEs obtain the necessary certifications while implementing sustainable practices, including waste management, water conservation, and community well-being.

Support from financial institutions such as BRI (Bank Rakyat Indonesia) also plays a vital role. Through training programs and mentoring initiatives that integrate social and environmental aspects, BRI fosters the sustainable empowerment of SMEs. In addition, the use of technologies such as big data and the Internet of Things (IoT) for quality control, along with the implementation of digital export platforms, enhances transparency and efficiency across the supply chain. For example, coffee farmers in Sumatra have utilized moisture and weather sensors to optimize water and fertilizer use. This technology not only improves crop yields and quality but also contributes to environmental sustainability by reducing excessive use of chemicals and energy (Kittichotsawat et al., 2024).

In conclusion, an integrated sustainability-based strategy encompassing supply chain efficiency, product innovation, compliance with international certifications, and digital technology adoption serves as a key driver for enhancing the

competitiveness of Indonesian coffee exports while promoting the growth of resilient, sustainable, and socially responsible SMEs.

5. Discussion

The findings of this literature review affirm that an effective empowerment model for coffee MSMEs heavily relies on the synergy between strengthening the internal resources of business actors and the active role of financial institutions, particularly Bank Rakyat Indonesia (BRI), in building a comprehensive export ecosystem. The Resource-Based View (RBV) provides a robust conceptual framework, highlighting that internal capabilities such as production skills, product innovation, and social networks are strategic assets that, when properly developed, can generate sustainable competitive advantages (Wernerfelt, 1984; Tjahjadi et al., 2024). These findings reinforce previous research indicating that the internal capacity of MSMEs is a critical factor in export readiness and successful penetration of global markets (Husain & Umami, 2023; Pett et al., 2024).

Practically, this study aligns with Wulandari et al. (2025), who emphasize that access to financing and export-focused empowerment significantly enhance MSMEs' readiness to compete in international markets. However, this review broadens the understanding by suggesting that empowerment should not be partial or individual but must include systemic support. This encompasses business process digitalization, assistance in meeting international certifications, and integration of MSMEs into robust export communities as social capital that strengthens collective competitiveness.

The broader implication of these findings indicates that the development of coffee MSME empowerment models should not be pursued solely on an individual basis but must be designed within a community-based collective framework. Digital literacy, supply chain efficiency, and production sustainability are strategic elements that remain underemphasized in conventional empowerment programs. Within this context, BRI plays a vital role as a connector within this ecosystem, not only providing financing but also facilitating MSME access to global buyers, certification bodies, and digital export platforms (Kittichotsatsawat et al., 2024).

Furthermore, it is important to highlight that many coffee MSMEs still face significant challenges in meeting international standards and independently penetrating global markets. Therefore, integrating RBV-based empowerment with systemic institutional support becomes a key pillar in shaping a sustainable and competitive coffee MSME empowerment model at the global level. This integrative approach combines strengthening internal resources, external support from financial institutions, and deep understanding of global market dynamics, enabling a comprehensive enhancement of competitiveness while expanding sustainable access to international markets. By combining theoretical frameworks and empirical evidence from the literature review, this study contributes conceptually to formulating an export empowerment framework for MSMEs. This framework can serve as a reference and model replicable by other financial institutions in the broader context of agricultural and food sector empowerment, thereby fostering stronger and more sustainable MSME development across various economic sectors.

6. Conclusion

Based on the literature review, the empowerment of coffee MSMEs as clients of Bank Rakyat Indonesia (BRI) holds significant potential to enhance competitiveness and expand access to international markets. This is achieved through strengthening internal resources in accordance with the Resource-Based View (RBV) framework, comprehensive support from financial institutions, and the adoption of relevant innovations and quality certifications. The synergy between MSMEs, BRI, and other

stakeholders is key to building an adaptive and sustainable export environment capable of effectively responding to global market dynamics.

However, this study has limitations, primarily due to its reliance on secondary data and literature review, leaving the local context and complex variables in MSME empowerment insufficiently measured empirically. Therefore, further research using quantitative approaches is essential to examine the empowerment model more deeply and validly.

Practically, BRI is advised to expand and intensify export-based training programs tailored to the specific needs of coffee MSMEs, encourage the integration of digital technologies in production and marketing, and facilitate access to global quality certifications such as Fair Trade and organic standards. This approach will strengthen MSME capacities while consolidating their position within the international coffee value chain sustainably. Despite these limitations, this study provides a strong conceptual foundation for developing future empowerment strategies for coffee MSMEs, while emphasizing the importance of multisectoral synergy in addressing the challenges of globalization and increasingly competitive export markets.

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