

## **Development of *Kapiten Coffe* as a Media to Branding an Agropolitan City: Case Study in Pasuruan, Indonesia**



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### **ABSTRACT**

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*Kapiten coffe, Agropolitan city, city branding, stakeholders, commercialization*

The concept of commercialization is a strategic step in introducing *Kapiten coffee* products to be the flagship of Pasuruan Regency and brands with measurable coffee quality. This commercialization involves three important actors; government, academics and entrepreneurs (*triple helix*) so that the captain's coffee succeeded in bringing Pasuruan Regency. This study uses a non-metric Multidimensional Scaling method with ranking data processing. The method used is that data is obtained through preference ranking, where the steps are as follows: making a questionnaire, ranking various brands based on existing attributes, then mapping the attributes. Data on this research take from some of coffe brand in East Java Province using case study. In addition, this study also uses the Critical Path Method which is used to measure the duration of the work. This method will greatly help project managers in analyzing, planning and scheduling projects more efficiently. The results of this study indicate that *Kapiten coffee* is superior in terms of taste, soft texture to attractive packaging, which is an important strategy to introduce *Kapiten coffee* products into the free market; both domestically and internationally. As for the captain's coffee, it takes 51 days to be widely marketed. *Kapiten coffee* has advantages and tastes, textures and packaging that are distinctive from other coffees. So this is a special attraction for consumers.

## **1. INTRODUCTION**

Agricultural commercialization has long been studied as a basic concept of rural life and one of the subsystems in developing countries [1, 2]. In general, agricultural commercialization is a process of changing mainstream production lines towards a wider market. This is done to change the perspective of farmers about agriculture as a subsistence activity towards a profitable business [3]. Five other characteristics that determine the commercialization of agriculture apart from maximizing profits are the production for sales, meeting needs, customer preferences, and business orientation [4]. The five characteristics are interrelated with each other. If the harvest is sufficient, it can certainly be diverted for sale. The production of crops sold is of course oriented to profit materially, market needs (customers) and if developed can be oriented to business development. The commercialization of agriculture is a sign of the ongoing process of agricultural transformation, which is the process of changing agricultural economic patterns from subsistence to commercial. The more the transformation of agriculture, the more commercialization develops, and the more prosperous the farmer becomes. Some highlight the commercialization of agriculture as a process of agricultural transformation in which farmers shift from consumption-oriented subsistence production to market and profit-oriented production systems [5, 6]. Therefore, the commercialization of agriculture is a top priority to boost the economy and development through increasing food security and increasing crop production for export.

In Indonesia, the Agriculture sector (Food Crops, Horticulture, Plantation Crops, Livestock) and the Fisheries Sector have an important role in supporting Indonesia's economic activities. This can be proven through the National Brothu Regional Domestic Product (GRDP) over the last two years showing a significant increase, in 2018 it was 12.81%, while in 2019 it was 13.5%. Agriculture sector was quite consistent in facing economic shocks and reliable for the recovery of the national economy. The contribution of the sub-sector of agriculture, livestock, hunting, and agricultural services was around 25.75% in 2018. Even from these results, it is stated that this sub-sector is in the first position [7].

Among the commodities that play an important role in economic growth is coffee [8-10]. This sector has an impact on economic growth in Indonesia. Not only that, but coffee is also one of the most important export commodities in Indonesia after oil and gas as a source of foreign exchange for the country. Apart from the fact that export opportunities are still open, local market demand is also getting bigger.

One of the coffee-producing areas in Pasuruan Regency produces 1,352.04 tons/year in the form of beans, both *robusta*, and *arabica* data took from Agricultural Service Government of Pasuruan District in website (<http://disperta.pasuruankab.go.id/artikel-927-kopi-asli-kabupaten-pasuruan-.html>). Even Pasuruan itself has a superior product, namely "*Kapiten coffee*" which is a brand created by the government as an identity that accommodates all coffee products in Pasuruan. However, the identity that is pinned as the area is still not known both nationally and internationally as a typical local product of Pasuruan.

This has received criticism from several parties, for example, Bambang Widodo in his notes revealed that the brand of a city is often misunderstood as just an artificial activity without paying attention to the characteristics of the city and ignoring the development master plan [11]. In line with Kavartzis who said that jargon or labeling is the second stage after spatial and behavioral management [12, 13]. That is, regional labels must pay attention to how enthusiastic and behavior the surrounding community is to build the brand.

So that the concept of commercialization is needed as a strategy in building city branding [14] in Pasuruan Regency. The concept of commercializing agricultural products, especially coffee, can have an impact on wider market segmentation [15-17], thus the image of the city raised as a coffee-producing agricultural area that is ready to compete in the international arena. So that the *Kapiten* Coffee brand is not just jargon but an identity that is closely related to the area. In particular, this study aims to obtain a comprehensive picture of how the *Kapiten* Coffee brand of Pasuruan Regency can be actualized through commercialization and triple helix synergy (Academic-Business-Government).

The concept of commercialization and branding theory are two different things, but at the point of implementation, they are related. Commercialization is simply defined as the process of marketing and distribution. The concept of commercialization is organized around an agricultural framework that involves a pattern of transformation from a subsistence-oriented economy to a market-oriented economy. While branding is a name, term, or sign in a certain combination of elements intended to distinguish between goods and services from those of competitors [18].

In his view, Fernandes said that branding is not only perceived as an effort to manage a city but also a way of conveying a positive image that has the aim of increasing competitiveness comprehensively [19]. A positive image is not defined as a way to physically change the city but helps to give a good image to the public. Specifically, a positive image can distinguish one city from another [20]. This is in line with the statement by Kavartzis and Ashworth [12, 13] that city branding is something that can give a moral-ethical influence to visitors in perceiving the city in their minds. Although many experts view branding from three different approaches; brand visually [18], brand verbally [21], and brand behavior [22].

For this reason, the combination of commercialization and the concept of branding is important to implement to create a new image and be known by many people. Commercialization requires a dynamic marketing process from all levels, while the brand is used to create product recognition (recognition) [23], public perception, to create customer loyalty that the product comes from a certain area.

Research about city branding and city commercialization has been done by many researchers. Indriani and Kuswoyo [24] in 2017 analyze about the influence of city branding on city image and the decision to visit tourists to Purwakarta Regency. Therefore, Jovic [25] in his research describe and explain about city branding and the tourist gaze. Point of this research are city branding has impact to increasing the status of the place as touristic destination, residential, or business location. Third, the research from Yang et al. [20] about city branding using food festival to promote the culinary brand. Research about city branding mostly describe only about city brand and the role of the government has not been discussed. So, in this research discuss about the city brand and the role of government in same discussion using triple helix approach.

In addition, to create city branding, a triple helix approach (Academic, Business, and Government) is needed which results in several configurations [26, 27], where the government plays a role as a policymaker who encourages; industrial players as product managers and distribution; and academics play a role in conducting research and knowledge about traditional products. The involvement of the triple helix actor is very important to create the expected city branding. So that the brand is not only owned by a group of people but also involves many actors who complement each other.

From various previous explanations, it can be ascertained the urgency about the city branding of an area. This research carries the big theme of commercialization as a strategy in creating a city brand in Pasuruan Regency. As an area that has advantages in managing coffee types, Pasuruan Regency has a great opportunity to raise *Kapiten* Coffee as a city branding that can elevate local status as the best coffee-producing area. Therefore, the existence and management of *Kapiten* Coffee need to be maintained as a regional identity and maintain the distinctive taste of Pasuruan Regency through city branding [28]. In particular, this study aims to get a comprehensive picture of how the coffee brand *Kapiten* Pasuruan Regency. Furthermore, the method used to realize it is with a triple helix (Academic-Business-Government) approach. These three aspects are considered very instrumental in the framework of branding *Kapiten* coffee as one of the icons of Pasuruan Regency.

## 2. METHODOLOGY

The method used in this research is non-metric Multidimensional Scaling because the data used is ordinal data. The use of the MDS-Non Metric method is due to the data used in this study using statistical data related to the ranking of coffee brands in East Java Province. Ranking data processing is the respondent's assessment of the comparison of *Kopi Kapiten* with other coffee brands. Preference data in this study is to rank coffee brands based on respondents' preferences for several existing attributes. The method used is that data is obtained through preference ranking, where the steps are as follows: making a questionnaire, ranking various brands based on existing attributes, then mapping the attributes that are considered important can be done using SPSS 20.0 software. By using SPSS 20.0, the output of the resulting data becomes clearer and more detailed, making it easier for further analysis of *Kapiten* coffee branding.

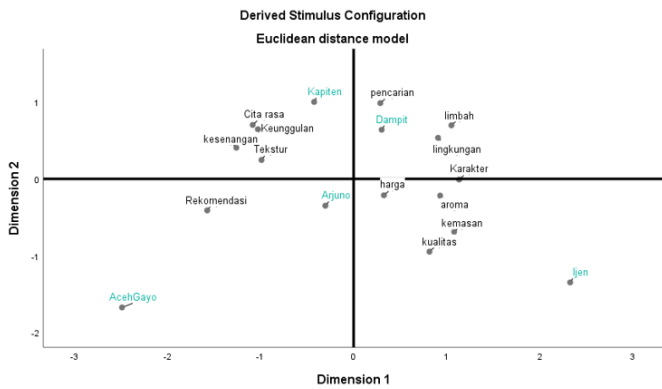
In addition, the Critical Path Method was also used in this study to find out how long it took for the *Kapiten*'s coffee to be done. The critical path is a set of interdependent activities that must be completed by the planned time. Because if not, then the entire project work time will be late. In other words, the time required by the critical path is the time it takes for a project to complete.

## 3. RESULT

As an area that has advantages in the management of coffee types, Pasuruan Regency has a great opportunity to raise *Kapiten* Coffee as a city branding that can elevate its local status as the best coffee-producing area. Not only as of the best coffee for its taste, but the existence of *Kopi Kapiten* also won first place at the East Java level as the best coffee with an ideal

seedling process to picking. Therefore, the existence and management of *Kopi Kapiten* need to be maintained as a regional identity and maintain the distinctive taste of Pasuruan Regency through city branding. Even the results of the recapitulation of ranking preference data can be seen in the Table 1.

The Table 1 shows that the price attribute of *Kopi Dampit* gets ranking mode 1, which means that *Kopi Dampit* is the most affordable in terms of price for respondents, then *Kopi Kapiten* gets ranking mode 3, *Aceh Gayo Coffee* and *Ijen Coffee* gets rank 4 and *Kopi Arjuno* gets ranking mode 5 on the price attribute. Then, a Multidimensional Scaling analysis was carried out regarding consumer preference data for coffee brands based on the attributes that had been given. The result of multidimensional scaling can be seen in Figure 1.

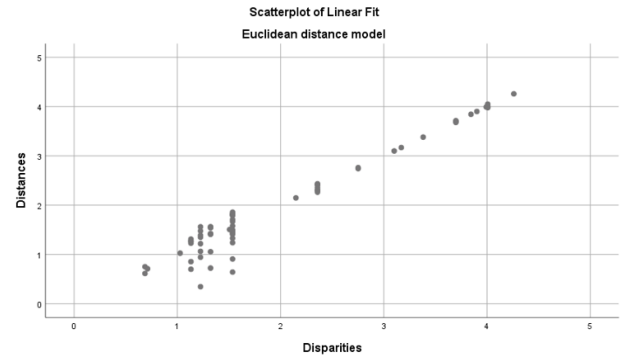


**Figure 1.** Multidimensional scaling analysis of coffee variants

Based on the results of the perceptual map above, the quadrant division is obtained, in quadrant II there is the *Kopi Kapiten* brand which is adjacent to the attributes of taste, excellence, pleasure, and texture. Thus, *Kopi Kapiten* can be declared superior in taste attributes because it has a distinctive and different taste compared to other coffee brands. In addition, *Kopi Kapiten* also excels in the attributes of coffee excellence, namely in terms of packaging which has a special identity for *Kopi Kapiten* as a coffee brand in Pasuruan Regency. *Kopi Kapiten* also excels in the texture attribute which indicates that Kapiten Coffee has a smooth and light texture to enjoy, so Kapiten Coffee also excels in the pleasure attribute because respondents think they are happy to be able to enjoy Kapiten Coffee many times.

The depiction of each coordinate of each attribute on the perceptual map has a high degree of conformity. It can be seen

from the MDS analysis that a STRESS value of 0.1140 indicates a fairly good "fair" criterion so that it can be concluded that the MDS analysis has the right reliability and validity in getting the best coffee brand from others. The result can be seen in Figure 2.



**Figure 2.** MDS analysis of Kapiten coffee

Multidimensional scaling also provides a facility to test whether the respondents who have filled out the questionnaire above are aligned or not. Harmony here can be interpreted that all respondents have the same or homogeneous attitude in giving an assessment. This level of homogeneity is shown by the scatterplot graph of the linear fit, which shows that the coordinate points form a coordinate group whose configuration forms a line from bottom left to top right. This shows that respondents have a homogeneous attitude towards the similarity between a given coffee brand.

In the graph above, it can be seen that the respondent's position can form a "straight line", this can prove that there is the consistency of respondents in assessing the similarity of the given variables. The set of coordinate points in the graph does not form separate groups but is relatively clustered. This can prove the consistency or similarity of attitudes in respondents

After finding the weakness of the *Kopi Kapiten* brand compared to other coffee brands, then the author will determine the process of developing the *Kopi Kapiten* brand in building the Pasuruan Regency brand. The author will describe the timing of each activity based on a time study, the preparation of the sequence of activities based on dependence on production activities, the creation of a network, the determination of the production completion time based on the critical path, and the possibility of accelerating production completion with the maximum time.

**Table 1.** Recapitulation of ranking coffee preference

Preferred Attribute Number	Coffee Brands				
	Kapiten Coffee	Arjuno Coffee	Dampit Coffee	Aceh Gayo Coffee	Ijen Coffee
Price	3	5	1	4	4
Packaging	4	1	2	4	2
Quality	3	1	2	4	2
Search	1	2	3	4	5
Waste	3	3	1	4	5
Environment	3	1	3	4	5
Aroma	3	1	2	4	2
Character	3	1	1	4	1
Taste	3	1	2	5	4
Texture	2	1	1	5	4
Recommendation	3	1	2	1	4
Superiority	3	1	2	5	4
Enjoyment	3	5	1	4	4

Several work items are included in the *Kopi Kapiten* brand development activity project starting from the initial preparation to the final work (finishing). The Table 2 show about the work items in the *Kopi Kapiten* brand development project.

**Table 2.** Types of work making *Kopi Kapiten*

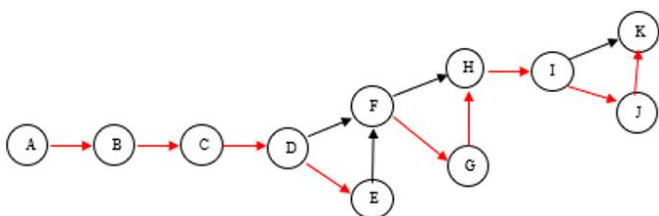
No.	Type of work
1	Preparatory work
2	Production work
3	Packaging work
4	Marketing job

Then in this study, the work items that will be analyzed are production work, packaging work, and marketing work. Next, a work breakdown will be carried out on the three work items, while the breakdown results along with the code for each activity can be seen in Table 3.

**Table 3.** Job Description in *Kopi Kapiten*

No.	Type of work	Activity Code	predecessor	Duration (days)
1	Production work			
	• Physical analysis of coffee beans	A	-	7
	• Roasting coffee beans	B	A	4
	• Coffee grinder	C	B	4
	• Mixing	D	C	3
• Waste treatment	E	D	7	
2	Packaging work			
	• Primary packaging	F	D, E	3
	• Secondary packaging	G	F	3
3	Marketing job			
	• Determining the price of the product	H	F, G	4
	• Define target market	I	H	7
	• Create a marketing strategy	J	I	5
	• Creating online marketing media	K	I, J	4

Based on the work breakdown table above, the network diagram for the development of the *Kopi Kapiten* brand can be defined in Figure 3.



**Figure 3.** CPM method network diagram brand development project *Kopi Kapiten*

In the network diagram above, there are several activity lines or activities carried out, namely CPM method can be seen in Table 4.

Based on the use of the critical path method (critical path

method) obtained the critical path A - B - C - D - E - F - G - H - I - J - K according to the red arrow on the work network, with a normal project completion time for 51 days. Then when the process is analyzed, it can be seen that to develop the *Kopi Kapiten* brand, the following workflow must be considered; physical analysis of coffee beans, roasting coffee beans, grinding coffee, mixing, waste treatment, primary packaging, secondary packaging, product pricing, determining market prices, making marketing strategies and creating digital marketing media.

**Table 4.** Project time and activities using the CPM method

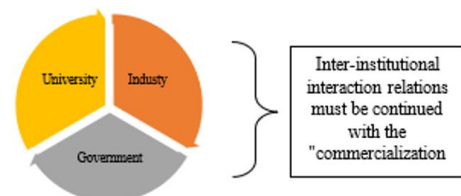
No.	Activity path	Activity time (days)
1.	A-B-C-D-F-H-I-K	7+4+4+3+3+4+7+4= 36
2.	A-B-C-D-F-H-I-J-K	7+4+4+3+3+4+7+5+4= 41
3.	A-B-C-D-F-G-H-I-K	7+4+4+3+3+3+4+7+4= 39
4.	A-B-C-D-F-G-H-I-J-K	7+4+4+3+3+3+4+7+5+4= 44
5.	A-B-C-D-E-F-H-I-K	7+4+4+3+7+3+4+7+4= 43
6.	A-B-C-D-E-F-H-I-J-K	7+4+4+3+7+3+4+7+5+4= 48
7.	A-B-C-D-E-F-G-H-I-K	7+4+4+3+7+3+3+4+7+4= 46
8.	A-B-C-D-E-F-G-H-I-J-K	7+4+4+3+7+3+3+4+7+5+4=51

#### 4. DISCUSSION

*Kopi Kapiten*, which is a superior product from Pasuruan Regency's agricultural products, has succeeded in creating a brand that attracts many people. This commercialization strategy is carried out by involving Triple Helix actors, namely (Academic-Business-Government). Triple Helix itself is an interaction metaphor in which each actor has a role in taking policy and innovation steps [29]. This is intended so that the three actors achieve the expected goals, which are related to economic development and the creative industry [30].

The triple helix concept can also be used as the basis for building the branding of *Kopi Kapiten* as the flagship product of Pasuruan Regency. This implementation has been carried out for a long time by the Pasuruan Regency government as a form of concern for coffee farmers to increase the selling value in the free market while making *Kapiten* coffee a regional product. As Etzkowitz and Leydesdorff theorized that the triple helix model is based on the interaction of three elements [31]; government is the regulator of policies and regulates the market, universities are involved in research while industry/entrepreneurs produce goods [32, 33].

The triple helix model is used as a connecting lens between universities, government, and entrepreneurs in building a policy [34]. This is in line with what Etzkowitz and Leydesdorff said, the triple helix can be a government policy tool, meaning that this concept will also give birth to a policy for Pasuruan Regency that *Kapiten* coffee is a product of the city's identity.



**Figure 4.** Triple Helix Concept of *Kopi Kapiten*

From Figure 4 the concept of triple helix collaboration, it is

necessary to gradually commercialize *Kapiten* coffee, starting from the internal government of Pasuruan Regency, local, national and international communities. In addition, commercialization is also carried out in other forms; the launching of the captain's coffee, a coffee festival to an international coffee evaluation. Commercialization through triple helix synergy gave birth to a new policy, that Pasuruan Regency succeeded in creating a city branding, namely *Kopi Kapiten*.

Based on the results of data analysis obtained when conducting research using the multidimensional scaling (MDS) method, there are several characteristics that influence the development of *Kopi Kapiten* in building the Pasuruan Regency brand as an agropolitan area. Of the 13 attributes that have been given during the research, namely the attributes of price, packaging, quality, search, waste, environment, aroma, character, taste, texture, recommendation, excellence, and pleasure.

This means that *Kapiten* coffee has advantages and tastes, textures and packaging that are distinctive from other coffees. So this is a special attraction for consumers. For this reason, a commercialization concept is needed which refers to the process and proportions to complete production to the wider market [35]. This effort is made to create a competitive market. The concept of commercialization of agricultural products, especially coffee, has an impact on wider market segmentation, of course this has an impact on the city's image as a coffee-producing agricultural area that is ready to compete in the international arena.

If the city has succeeded in creating a strong brand in the eyes of the public, it will naturally attract a lot of investors [24], consumers, tourists, both local and foreign [25]. So that in the end the brand will be the spearhead in the city management competition. However, branding is also not only perceived as an effort to manage a city [13], but also a way to convey a positive image [36] which has the aim of increasing competitiveness comprehensively.

Specifically, a positive image can distinguish one city from another [20]. This is in line with the statement by Kavaratzis and Ashworth that city branding is something that can have a moral-ethical influence on visitors in perceiving the city in their minds [12]. *Kopi Kapiten*, which is an agricultural product in Pasuruan Regency, is considered to be able to bring a good brand to this area with a taste, texture, and packaging that can attract the attention of many people.

Including captain coffee which is the identity of Pasuruan Regency as the best coffee, capable and ready to compete in the national and international arena. For this reason, commercialization in the form of marketing and production must be supported through government policies so that the captain's coffee market segmentation can be widely spread and known by the public. Based on data from FAO in 2010 it is estimated that world coffee consumption will increase by 0.4%/year, becoming an opportunity for Indonesia to export coffee to international markets on a large scale. This means that the captain's coffee also has the opportunity to compete in the international coffee competition.

## 5. CONCLUSION

*Kopi Kapiten*, which is the flagship product of Pasuruan Regency, has succeeded in creating a brand with measurable quality. Starting from the taste, texture to packaging which is

quite attractive, it is the main attraction for the wider community. So it is necessary to commercialize the product by involving three important actors; government, academia, and business (triple helix). Through this commercialization, the captain's coffee can bring Pasuruan Regency to the best coffee-producing area.

Although this success is felt, the captain's coffee needs to evaluate the process with a grace period of 51 days starting from; physical analysis of coffee beans, roasting coffee beans, grinding coffee, mixing, waste treatment, primary packaging, secondary packaging, product pricing, determining market prices, making marketing strategies and creating digital marketing media. It is necessary to improve quality improvement by paying attention to the aspects of the workmanship.

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