



Management of Coffee MSMEs at Romban Djoyo Community in the Tourism Village

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Abstract: Management of MSMEs is crucial as the national economy is supported by the participation of MSMEs from coffee agriculture, tourism, and processing industries, which are able to absorb labor and contribute to GDP growth. However, in the process, MSMEs face classic challenges along with the demands for increased competitiveness and business sustainability. This study aims to describe the management of coffee MSME in the Romban Djoyo community in Central Java Tourism Village. This study is descriptive research with a qualitative approach. Data collection uses observation, interview, and documentation techniques. The research participants were the members of Romban Djoyo community. Data validity with source and technique triangulation. The research results that MSMEs management consists of finance, production, marketing, and human resources. The conclusion of this study is that financial management is carried out through planning and controlled informally, with funding sourced from government assistance and personal funds. Production follows SOPs using tools with raw materials from farmers distributed directly and indirectly, marketing by designing products based on consumer requests and promoted through social media. Human resource management includes mentoring and training. This research classifies the management of MSMEs collectively. The recommendations, expanding access to funding, utilizing digital marketing, strengthening partner network and branding.

Keywords: management enterprises, msme, romban djoyo community, tourism village

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INTRODUCTION

MSMEs have an important role in the economy, especially within developing nations (Vasani & Abdulkareem, 2024) such as Indonesia. Specifically, Indonesia boasts 65 million MSMEs, contributing 60% to GDP (ASEAN Investment Report, 2022). Key sectors bolstering this significant role include agriculture (Siswanto et al., 2020), tourism (Quang et al., 2023), and the manufacturing industry (Sarfhah et al., 2019). MSMEs also crucial for employment and rural economic development, absorbing up 97% of the workforce (Rohandi et al., 2023). This high absorption rate is due to MSMEs' integration within local economies and communities, allowing the to potentially flourish with a robust framework (Donyavi et al., 2024). This framework derives from business management, which encompasses all management aspects, requiring MSMEs actors to adopt a holistic approach, as management is intrinsically linked to



a business's sustainability and survival (Harmadji, 2022). These management aspects include finance, production, marketing, and human resources (Subagyo & Purnomo, 2022). MSMEs located in the tourist villages are essential for supporting local economies (A'ini & Lestari, 2024), serving as platforms for entrepreneurial skills, innovation, and employment (Mishra, 2019). A tourist village is defined as a village possessing potential, including unique characteristics and attractions, that can be developed into tourism products (Mu'arifuddin et al., 2024), such as Kandri tourism village (Aliyah et al., 2024) and Lemponsari tourism village (Astuti et al., 2024). Tourist villages typically integrate local culture, natural landscapes, and community-based entrepreneurship, making them key drivers of regional economic growth. Therefore, MSMEs in these villages often leverage natural resources, particularly in agriculture and the processing industry (Sarfiyah et al., 2019), giving them a substantial economic role (Carvalho et al., 2021).

MSMEs contribute in various ways, including job creation, national income generation, innovation promotion, provision of goods and services, and fostering healthy market competition (Oladapo, 2024). However, their growth and resilience depend on a complex interplay of attributes, actor performance, government involvement, stakeholder engagement, and consumer behaviour, all contributing to sustainable business practices (Kurniawan et al., 2023). Significantly local community involvement is crucial for effective information flow between government and society (Restrepo-Mieth et al., 2023), exemplified by industrial clusters-groups of similar industries in specific locations arising from shared interests, offering an alternative approach to enhancing industrial competitiveness (Rahmadi & Yasin, 2024). Furthermore, MSMEs as small community businesses contribute significantly to regional income by utilizing diverse natural resources (Perdana et al., 2023), such as coffee.

Coffee is a widely consumed beverage (Siadari et al., 2022), and a long-cultivated plantation crop providing income (Rahardjo, 2021). The coffee industry is a rapidly expanding economic sector globally (Chatra, 2023), and Indonesia is among the world's largest coffee producers (Nugraha et al., 2025). Indonesian coffee production primarily uses Robusta and Arabica beans, largely sourced from smallholder plantations (Rahardjo, 2021), including those in Tempur Village, known for the unique-tasting Robusta coffee. Global coffee consumption is projected to grow by 2.2% to 177.0 million bags, with the industry responding to stock withdrawals, creating opportunities for coffee-producing countries such as Indonesia (International Coffee Organization, 2023). Consequently, the coffee agroindustry is a rapidly growing sector in Indonesia (Salsabilla et al., 2024), supporting the national economy and providing opportunities for regions with natural advantages.

Tourism currently has a vital role in driving economies (Quang et al., 2023), and tourist villages as a form of tourism has a significant economic impact on communities due to their involvement in development (Ap et al., 2020). This economic impact includes expanding market reach and sales for MSMEs as their locally sourced products can be sold as souvenirs. For example, MSMEs in Tempur Villages consistent rise in sales of locally coffee product before and after pandemic. While tourism's impact on communities is complex and multifaceted (Jangra et al., 2021). In the other words, tourism offers numerous benefits for the hosts and the tourist (Arintoko et al., 2020), through collaborative efforts (Ramadhani et al., 2021). Tempur village is an agritourism based village, processes remarkable natural wealth (Pratiwi et al., 2022). Located in the former crater of Mount Muria, the villages agricultural products are of high quality (Prasetyo & Adikampama, 2021), due to the naturally abundant and sufficient soil nutrients (Ariyanto et al., 2024). The village has seen a growth in related service sectors such as transportation and homestay.

Free trade policies necessitate continuous business improvement and sustainability across all sectors to enhance competitiveness (Sintawati et al., 2020), as consumers prioritize product quality regardless of origin (Istiqomah et al., 2020). MSMEs competitiveness is linked to sustainability, knowledge, innovation, and networks, requiring actors to focus in these

factors (Carvalho et al., 2021), through effective management. However, MSME management faces persistent challenges, including limited marketing capabilities, insufficient product knowledge, ineffective technology use (Zaelani, 2019), limited digital technology knowledge, budget constraints (Fuad et al., 2024), and inadequate infrastructure (Mustaqeem & Sarder, 2024). Pre-research observations in Tempur Village revealed that coffee MSMEs experience difficulties with digital marketing adaptation, inconsistent standard operating procedures (SOPs), limited capital, and challenges in securing quality raw materials from farmers during inclement weather.

MSME management encompasses various aspects, including finance, production, marketing, and human resources (Subagyo & Purnomo, 2022), making management crucial for MSME sustainability and growth. A few researchers focused on financial management, production management, marketing management, and HR management in MSMEs generally or within specific fields (Donyavi et al., 2024; Hong et al., 2024; Lutfi & Rusliati, 2020; Mccook & Peterson, 2020; Oladapo, 2024; Sari et al., 2023). There have been limited studies concerned on managing coffee MSMEs within tourist village communities (A'ini & Lestari, 2024; Latif et al., 2023; Chatra, 2023). Therefore, this research intends to comprehensively describe the management of coffee MSMEs in communities within a Central Java tourist village.

This research aims to describe the management of coffee MSMEs across four business aspects: (1) finance (planning, control, and capital management), (2) marketing (product and promotion), (3) production (procurement, production, and distribution), and (4) human resources (recruitment, selection, training, and empowerment). Studying MSME management is essential because the national economy heavily relies on the existence and quality of MSMEs, especially given the persistent challenges they face and the increasing demands for business improvement and sustainability to compete in the global market. This research aims to contribute to the existing literature on MSME management, particularly within the agricultural, tourism, and processing industry sectors, which are key drivers of the national economy. Furthermore, it serves as an initial study that can inform MSME development initiatives, such as training or empowerment programs, by identifying areas for improvement.

METHOD

This research uses a descriptive qualitative by Sugiyono and Burhan Bungin with approach to understand the meaning by describing the phenomenon of coffee MSME management in the Romban Djoyo Community in a Central Java Tourism Village. Qualitative research is a research method used to examine natural object conditions, where the researcher is the key instrument (Sugiyono, 2019). Meanwhile, descriptive qualitative research is research conducted with the aim of describing, summarizing various conditions, various social reality phenomena, or various situations that exist in the community that is the object of research, and quest to bring that reality to the surface as a characteristic, character, nature, model, sign, or description of certain conditions, situations, or phenomena (Bungin, 2017).

This research was conducted over a period of 4 months starting from September to December 2024. The research location is in one of the tourist villages in Central Java, namely Tempur Village. This village is located on the slopes of Mount Muria with a fairly large coffee plantation at an altitude of 800-1,000 meters above sea level, a location where Robusta and Arabica coffee grow and are processed into MSME products. Therefore, the majority of the population works as farmers and coffee entrepreneurs until there is a cluster of micro, small, and medium coffee businesses called the Romban Djoyo Community.

The participants in this study were five of the 30 (thirty) members of the Romban Djoyo Community who were selected based on certain criteria including MSME actors or managers, directly involved with the research object (coffee MSMEs), and joined the Romban Djoyo community. Two of them served as key informants in this study, namely the head of the Romban Djoyo Community and the head of the Tempur BUMDes.

Data were collected through several techniques including observation by going to the research location to observe the research object with research guidelines without direct involvement in the subject's activities, interviews by face-to-face and conducting question and answer about research questions to the subject with research guidelines, stationery, and recording tools to document the answers and data obtained. After that, the researcher documented the subject's activities and business documents to complete the data that had not been revealed in observations and interviews.

This study uses an instrument guide containing observation sheets, a guide containing a list of interview questions, and a documentation guide based on MSME management theory which includes finance (planning, control, capital management) (Lutfi & Rusliati, 2020), production (procurement, production, distribution) (Donyavi et al., 2024), marketing (product, promotion) (Subagyo & Purnomo, 2022), and HR (recruitment, selection, training) (Hong et al., 2024).

The validity of the data is ensured through source triangulation and technique triangulation by combining data from all sources and all techniques to be compared and checked for validity. Data validity is the degree of accuracy between the data obtained from the research subjects and the data that can be reported by the researcher (Sugiyono, 2019). Meanwhile, data validity testing in qualitative research includes credibility, transferability, dependability, and confirmability tests which can be done through triangulation (Bungin, 2017).

The researcher used the Miles and Huberman data analysis technique, which involved data collection through observation, interviews, and documentation. Furthermore, the data is reduced by summarizing the core of the research focus. Then the data is presented narratively and concluded to get a meaning to answer the research questions. In qualitative research, data analysis is inductive with research results that emphasize meaning rather than generalization (Sugiyono, 2019).

RESULT AND DISCUSSION

Coffee MSMEs in Tempur tourism village are micro-enterprises, managed independently by owners due to their small scale. According to Law Number 20 of 2008, a micro enterprise is a productive business owned by an individual or individual business entity that has a net worth of less than Rp. 50,000,000.00 (fifty million rupiah) with a maximum turnover of Rp. 300,000,000.00 (three hundred million rupiah) with the number of employees less than 5 people with the criteria of minor actors' knowledge about entrepreneurship in terms of practice and theory. Therefore, some aspects in it have not been managed effectively such as finance, production, marketing and human resources. In fact, business management can encourage business sustainability (Juanda et al., 2024). Even so, MSME actors must think comprehensively because management is related to the survival or death of a business (Harmadji, 2022). MSMEs are the backbone of the national economy (Singh, 2021). Meanwhile, MSMEs located in tourist villages play an important role in supporting the local economy (A'ini & Lestari, 2024). This role is obtained because the MSME sector is able to be a forum for entrepreneurial skills, innovation, and employment (Mishra, 2019). In addition, MSMEs also have advantages in utilizing natural resources, especially in the agricultural and processing industry sectors (Sarfiyah et al., 2019).

The management aspects referred to are finance, production, marketing and human resources (Subagyo & Purnomo, 2022). Therefore, business literacy is also very important for the success of MSMEs (Hasan et al., 2024). However, MSME actors have diligent, simple, and easy-to-accept guidance if carried out with the right approach (Perdana et al., 2023). In addition, MSMEs are also able to survive under pressure and are able to grow rapidly when hit by the crisis and the Covid-19 pandemic (Koeswahyono et al., 2022). Based on the research that

has been conducted, data on the number of coffees MSMEs is obtained based on brand name, location, owner, and type in the Romban Djoyo community, as follows:

Table 1. The number of coffees MSMEs at the Romban Djoyo community

No.	Brand Name	Location	Owner	Type
1.	Kopi Duplak	Duplak, Village	Tempur Man (AM)	Producer & Coffee Shop
2.	Tempur Coffee	Duplak, Village	Tempur Man (A)	Producer
3.	Ari Black Coffee	Duplak, Village	Tempur Man (J)	Producer
4.	Tirex Teguh	Duplak, Village	Tempur Man (T)	Producer
5.	Mandalas Tempur Coffee	Karangrejo, Village	Tempur Woman (A)	Producer
6.	Argo 29/Jackcottage	Karangrejo, Village	Tempur Man (A)	Producer & Coffee Shop
7.	Kafe Kebon Resort	Karangrejo, Village	Tempur Man (RA)	Producer & Coffee Shop
8.	Goedang Roso	Karangrejo, Village	Tempur Man (SA)	Producer & Coffee Shop
9.	Kopi Omah Djowo	Karangrejo, Village	Tempur Man (M)	Producer
10.	Maestro Kopi Tempur	Glagah, Village	Tempur Man (ALH)	Producer
11.	Kampoeng Kopi Tempur	Glagah, Village	Tempur Man (MA)	Producer & Coffee Shop
12.	Kopi Tempur Asli	Pekoso, Village	Tempur Man (NS)	Producer
13.	Trionexa House	Pekoso, Village	Tempur Woman (S)	Producer & Coffee Shop
14.	Asellia Kopi Tempur	Petung, Village	Tempur Woman (P)	Producer
15.	Hilwa Kopi Tempur	Petung, Village	Tempur Man (R)	Producer & Souvenir Shop
16.	The Real Kopi Tempur	Petung, Village	Tempur Man (KU)	Producer & Souvenir Shop
17.	Coffee Lethek	Kemiren, Village	Tempur Man (K)	Producer
18.	Mountain Coffee	Kemiren, Village	Tempur Man (T)	Producer & Coffee Shop

Source: Romban Djoyo Community Archive 2024

Based on (Table 1), coffee MSMEs are spread throughout the hamlets of Tempur Tourism Village with diverse backgrounds of actors such as farmers, housewives, teachers, and village government employees. Meanwhile, the Romban Djoyo community is a coffee MSME cluster in Tempur Tourism Village, Central Java, which was established under the auspices of a village-owned enterprise (BUMDes) to become a forum for assisting coffee MSMEs. Until now, the community has had 30 members and 18 of them have succeeded in establishing their own business brands. An MSME cluster, or also known as an industrial cluster, is a group of similar industries in a specific location that arises from the existence of the same interests as an

alternative approach to increasing industrial competitiveness in the region (Rahmadi & Yasin, 2024).

As a community that is connected by the same social, cultural, belief, and view bonds (Aryeh-Adjei, 2021), makes them actors who can determine goals to control resources and direct the management process (Ulum & Anggaini, 2020). This happens because basically, every community has strengths, but sometimes they don't realize or don't know it explicitly (Mulyono et al., 2023), so they try to survive by maintaining network relationships (Ginting & Shofwan, 2021), as well as MSME actors in the community. Network relationships trigger learning and innovation within companies (Trengeid et al., 2024). Such as clusters and business incubators (Egbetokun, 2023), which are able to maintain the psychological relatedness and commitment of MSME actors (Ibrahim et al., 2024).

Financial Management of Coffee MSMEs

Financial management of MSMEs includes planning and control, financial analysis, accounting information, management accounting, investment appraisal, and capital management (Lutfi & Rusliati, 2020). These six practices are included in financial behaviour that stems from financial knowledge (Oladapo, 2024), higher literacy levels leading to better financial management (Megawati & Moin, 2024). In other words, self-management and entrepreneurial mindset can strengthen the money attitude towards the financial well-being of MSME actors (Kamaliah et al., 2023). This study examines financial planning, financial control, and capital management within coffee MSMEs in Tempur Tourism Village. While these MSMEs engage in basic financial planning tailored to their individual capacities (Figure 1), they lack formalized financial control, which encompasses the systematic monitoring and evaluation of financial performance against predetermined goals, including operational efficiency and profitability. Specifically, they do not implement written financial control mechanisms, such as detailed cash flow statements and standardized accounting records, which are crucial for tracking financial transactions and ensuring transparency. This deficiency stems from limited financial literacy and resource constraints. Regarding capital management, these MSMEs primarily rely on personal funds and government-backed microloans (KUR) for financial capital.



Figure 1. Financial Management of Coffee MSMEs

MSMEs have limited accounting knowledge, but some have been able to carry out simple financial management (A'ini & Lestari, 2024). Meanwhile, good financial management should always include and record all business activities in detail starting from incoming capital, expenses, and income (Rohandi et al., 2023), because basically the success or failure of MSMEs depends on their financial condition (Lutfi & Rusliati, 2020). It happen because the level of financial literacy is quite influential on the financial planning and behavior of MSME actors (Oladapo, 2024;Mardana & Fadhilah, 2024). Therefore, it is important for them to understand knowledge about entrepreneurship because it will have an impact on improving financial conditions (Shofwan et al., 2023). In addition, the government can also make efforts to assist the development of MSMEs through assistance with access to funding (Perdana et al., 2023). However, access to funding alone is not sufficient; low financial literacy can hinder the effective utilization of these funds and negatively impact long-term business sustainability. This is because a lack of understanding in financial management can lead to poor decision-

making, misallocation of resources, and ultimately, business failure. Therefore, alongside facilitating access to finance, it is crucial to enhance financial literacy among MSME owners. This will empower them to make informed financial decisions, manage their resources effectively, and improve the resilience of their businesses, ultimately contributing to their long-term success (Tete et al., 2024).

Production Management of Coffee MSMEs

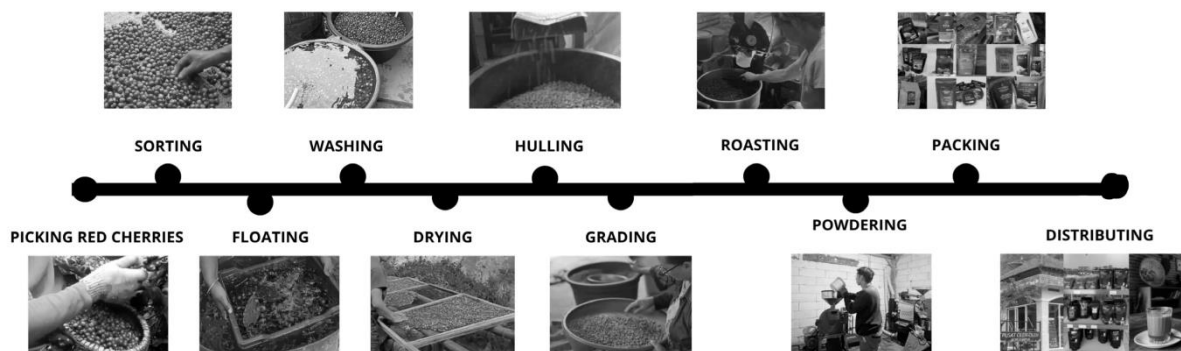


Figure 2. Production Management Process of Coffee MSMEs

The production management of MSMEs encompasses the procurement of raw materials, the production process, and product distribution (Donyavi et al., 2024). In the case of coffee MSMEs in Tempur Tourism Village, they obtain raw materials from their own gardens and from coffee farmers in Tempur Village. For production equipment, they acquire it independently, but there is also shared equipment resulting from dues and assistance from the BRI corporate social responsibility (CSR) program. Meanwhile, the majority of coffee MSMEs distribute their products directly to consumers (B2C) through personal stores, cafes, social media, or e-commerce, although some do retail distribution (B2B) through other stores or partner with a consignment system (table 1). Even so, the raw materials used by coffee MSMEs in Tempur Tourism Village are red picked coffee of the Robusta type, although there are a small portion that use Arabica and Excelsa coffee. Then the coffee goes through the post-harvest process (figure 2).

The majority of coffee MSMEs use the natural process (dry process) which creates a ripe fruit flavour with a low level of acidity. Acidity is one of the main features sought in coffee and becomes one of the main quality markers (Santanatoglia et al., 2024). Meanwhile, the natural process starts from picking red cherries, then goes through the initial sorting process, pruning, and washing to separate dirt, then the coffee is dried until the remaining water content is 11-13%, after which the shell skin is removed (hulling), then it goes back through the sorting process for grading, until finally the coffee becomes green beans ready to be processed (Asiah et al., 2022). However, in general the production process starts from washing the green beans before finally roasting to a certain level of maturity, followed by the powdering process and packaging for further distribution. The entire series of production processes of coffee MSMEs in Tempur Village (figure 2) is carried out based on P-IRT standards, halal standards, and coffee standards, namely SNI 01-2907-2008 which is then adjusted to the abilities and capacities of each MSME.

In reality, the procurement of raw materials and equipment is absolutely necessary to support production (Subagyo & Purnomo, 2022). Meanwhile, product distribution will open opportunities to expand the market and increase business turnover (Harmadji, 2022). Therefore, the sustainability of raw materials needs to be considered (Fischer et al., 2025). Observing coffee leaves is one way that farmers can do to predict the quality of coffee beans (Bollen et al., 2024). Considering that in the past, global coffee supplies, including Java,

experienced a severe decline due to leaf rust disease (McCook & Peterson, 2020). In fact, coffee is the second most consumed product worldwide (Tsigkou et al., 2025). Even so, production patterns are also related to business income, especially agriculture in rural areas (Pan et al., 2024). Just like coffee, which is one of the agricultural products with great potential as a fulfilment of domestic needs and export commodities (Suzianti et al., 2024).

Marketing Management of Coffee MSMEs



Figure 3. Product of Coffee MSMEs

Coffee MSMEs in Tempur Tourism Village have a strong understanding of what consumers want, so they design their products in such a way based on market demand (figure 3). These products include green beans, roasted beans, Robusta ground coffee, Arabica ground coffee, fine Robusta coffee, ready-to-drink coffee, spiced coffee, civet coffee, kopi lelet, coffee accessories, and cosmetics in the form of body scrub. Some coffee MSMEs already have their own brands and stores (table 1), so they have a fixed location to market their products. However, some use marketplaces and social media for marketing (figure 4). Nevertheless, MSMEs still experience difficulties in conducting digital marketing due to limited knowledge. Even though there are currently many digital application products that strongly support increasing digital entrepreneurship, they are often overlooked due to various conditions (Kisworo et al., 2022). For example, e-commerce which is able to improve the performance and sustainability of MSMEs (Yacob et al., 2021). Another opinion also states that businesses that have digital access will usually enjoy business advantages in terms of income and competitiveness (Wijastuti et al., 2022). In addition, digital innovation also positively affects company performance (Abbas et al., 2024).

MSME marketing management includes various aspects, including the marketing mix, known as the 4Ps: product, price, place, and promotion (Subagyo & Purnomo, 2022). The marketing mix is also often referred to as the marketing mix method, the implementation of which is controlled by MSME actors (Wijastuti et al., 2022). Other opinions also reveal that

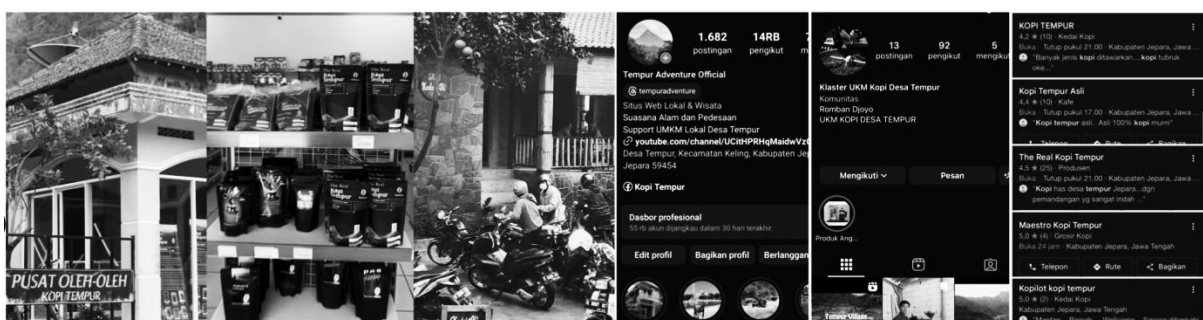


Figure 4. Marketing of Coffee MSMEs

marketing capabilities and entrepreneurial innovation have been proven to improve MSME performance (Sari et al., 2023). Meanwhile, coffee is an agricultural commodity that is popularly traded in the world (Asif & Panakaje, 2022), so the competition and standards are quite high. Therefore, consumer loyalty and satisfaction are needed to support the competitiveness of MSMEs (Setyaningsih, 2023). In addition, what needs to be considered in marketing is the location for accessibility because it is an attribute of competitiveness (Welthagen et al., 2023).

Seeing the obstacles that occur, the Romban Djoyo community is trying to help promote coffee MSMEs through Google Business and the Tempur Village Instagram social media, which has more than 14 thousand account followers with a reach of up to 55 thousand accounts in one month because this village is a fairly well-known tourist village in Central Java (figure 4). Specifically, Instagram enables these MSMEs to visually showcase their products and the unique atmosphere of their coffee shops through high-quality photos and videos, creating a strong brand identity and attracting potential customers. Google Business provides a platform for customers to easily find information such as location, operating hours, and customer reviews, enhancing discoverability and building trust. Of course, this is an opportunity for MSMEs, because marketing through social media and tourist attraction simultaneously has a positive impact on tourists' interest in visiting (Aliyah et al., 2024). Therefore, tourist villages are said to bring economic impact to the community because the community is involved in the process (Ap et al., 2020).

Human Resource Management of Coffee MSMEs

Human resource management in MSMEs encompasses recruitment, selection, training, development, performance appraisal, rewards, compensation, empowerment, participation, employee performance motivation, and corporate social responsibility (Hong et al., 2024). This study further discusses recruitment, selection, training, and empowerment. Even so, coffee MSMEs in Tempur Tourism Village still carry out business operational activities independently and the majority do not yet have employees because the business scale is still small, so there is no recruitment and selection process in it. However, MSME actors are trying to improve skills and knowledge by participating in training and mentoring with the Romban Djoyo community and BUMDes (figure 5). The success of a business does indeed depend very much on the quality of human resources it has (Perdana et al., 2023), one of the wise to maximize existing resources to support the rural economy is through entrepreneurship (Latif et al., 2023). In other words, HR plays an important role in business success, because with good HR, management functions can be carried out well through increased knowledge and skills needed (Subagyo & Purnomo, 2022). Meanwhile, increasing HR competence can be done through training (Sutarto et al., 2019).



Figure 5. HR Management of Coffee MSMEs

Mentoring can be done to realize empowerment, while training opens up potential in driving the economy (Arbarini et al., 2023). Training is a process to acquire knowledge and skills that have an impact on improving performance (Mulyono et al., 2023). The knowledge referred to is the ability to survive or commonly called life skills which, if oriented towards 21st century skills, include soft skills, critical thinking, creativity, digital literacy, collaboration, emotional intelligence and hard skills (Suminar et al., 2024). Therefore, a life skill base can be used in non-formal education such as training (Desmawati et al., 2020). Through practical training with contextual variables, it provides an original perspective on improving financial management and technology adoption in MSMEs (Zuhroh et al., 2025), because the technology that is currently developing has become part of everyday life, especially for adults (Shofwan et al., 2021).

Adults as the primary actors of MSMEs require training that acknowledges their unique learning needs (Gama & Zabert, 2023). Therefore, an andragogical approach which emphasizes adult learning principles is crucial. This approach recognizes that adults are self-directed, experience-based learners who seek practical knowledge relevant to their immediate needs. Specifically in MSME training, andragogy providing foundational knowledge of financial management and technology in a way that connects to their existing understanding (learning to know), offering hands-on, practical exercises that allow them to apply new knowledge directly to their businesses (learning to do), fostering a sense of ownership and responsibility for their learning and business growth (learning to be), encouraging collaborative learning and peer support, recognizing that MSME owners often learn best from each other (learning to live together) by incorporating these principles, training programs can effectively empower MSME owners to improve their financial management and technology adoption, ultimately contributing to their business sustainability (Hardjono et al., 2019).

Management is the ability to carry out an activity to achieve goals (Djibu et al., 2024). Meanwhile, the attraction of tourist villages relies on natural potential developed by managers and rural communities through local products made by MSMEs which in the process involves cooperation and support from the village government (Fafurida et al., 2024). In other words, a way to maximize resources to support the rural economy is through entrepreneurship (Latif et al., 2023). Meanwhile, MSMEs depend on selling products to tourists to get profits (Yanti, 2024). Thus, tourist perceptions that can increase the number of tourists (Jangra et al., 2021), become important for MSMEs. Free trade policies make consumers prefer product quality over origin (Istiqomah et al., 2020). One of the wise that can be done to attract consumers from tourists who come to the Tourism Village is to create quality products and do marketing digitally.

Quality products are products produced from the best resources and then processed by capable human resources and go through a quality control process so that the products have competitiveness (Hori et al., 2020). Meanwhile, MSMEs can adopt digital marketing as a product marketing strategy (Abate et al., 2024), one of which is by branding through social media. Branding which involves creating a distinct identity and image for a product or service, is a crucial component of digital marketing. It leverages social media platforms to communicate brand values, engage with customers, and build brand loyalty. Digital marketing then encompasses a broader range of strategies, including social media marketing, content marketing, and search engine optimization, to drive traffic and generate sales. In the other words branding is important for the survival and growth of a business because it is an effective marketing strategy tool (Astner & Gaddefors, 2024). Thus, marketing through social media and tourist attraction simultaneously has a positive impact on tourists' interest in visiting (Aliyah et al., 2024). However, in its application, the adoption of digital marketing is also influenced by the actors' intentions that arise from perceptions of usefulness, ease of use, and business performance (Deb et al., 2024). Therefore, efforts are needed to assist MSMEs. Among

the most influential characteristics of MSME actors for business success are their adaptability, innovativeness, and financial literacy. Adaptability allows them to navigate changing market conditions, innovativeness enables them to develop unique products and services, and financial literacy ensures they make sound financial decisions. These characteristics, combined with a strong entrepreneurial drive, significantly contribute to the long-term viability of their businesses. The characteristics of actors or managers become important because they have a positive correlation with their perspectives on access to finance, markets, resources, and business policies (Egere et al., 2024) which are key to the success and sustainability of MSMEs (Tete et al., 2024; Subagyo & Purnomo, 2022; Sari et al., 2023).

This research was carried out in accordance with scientific writing guidelines and rules. Even so, the subjects who participated and focused on this research are quite limited so further studies are needed with wider participation and focus to examine more deeply each aspect of the management of coffee micro, small, and medium enterprises (MSMEs) in the Romban Djoyo community in the Central Java Tourism Village.

CONCLUSION

The management of coffee MSMEs in the Central Java Tourism Village includes finance, production, marketing, and human resources. Coffee MSMEs carry out simple financial planning although some have not carried out written financial control and the majority of funding capital comes from government assistance and personal funds. Then, coffee MSMEs carry out production with various kinds of tools according to coffee standards and legality with the best raw materials obtained from farmers in Tempur Village and then distributed to consumers directly or indirectly. Furthermore, coffee MSMEs have diverse product designs according to consumer demand although the majority still use non-digital marketing. In addition, coffee MSMEs have also made efforts to improve the quality of human resource by participating in training and mentoring activities with the Romban Djoyo Community and BUMDes in Tempur Tourism Village.

Suggestions that can be given if coffee MSMEs can plan finances in writing, control business finances through cash flow books, control capital carefully and expand access to funding, maintain the sustainability and quality of coffee raw materials, maintain compliance with production processes based on SOPs and legality, increase distribution networks, maintain consumer loyalty and strive to create product diversification, utilize digital marketing by branding coffee MSMEs in the Tourism Village, and improve the quality of HR by participating in non-formal education such as training and empowerment to increase competitiveness and commitment of MSME actors amidst free trade policies and the important role of MSMEs in the national economy. This research contributes literature for further research and can be used as a reference regarding the management of coffee MSMEs in communities in Central Java Tourism Village as a whole.

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