

MARKETING STRATEGIES FOR KOPI JEMPOLAN BRAND OF CATUR TOURISM VILLAGE KINTAMANI

**Antonia Kutschenreuter¹, Ni Made Diana Erfiani^{2*}, Putu Chris
Susanto³, Maria Regina⁴**

¹Heilbronn University Germany; ^{2,3,4} Universitas Dhyana Pura

*dianaerfiani@undhirabali.ac.id

ABSTRACT

This research aims to find the best marketing strategy for the coffee brand Kopi Jempolan in Catur Tourism Village, Kintamani, Bali. The study employs mixed research methods. Firstly, in-depth interviews with coffee experts are conducted. The group of coffee experts is divided into two sub-groups: coffee plantation owner and coffee shop managers, baristas and employees. Field trips to Catur were conducted to obtain qualitative data. The result of the study firstly explains the competition in advanced and in emerging economies to stress the importance of marketing. In the second stage, the history of coffee is explained, and how the recent development has an impact on the small farmers in Catur. Not only is Kopi Jempolan facing challenges along the way to become a sustained successful brand, the study also suggests that the brand needs to offer a multi-tiered strategy towards different market segment. Thus, using different positioning strategies to target different potential markets. Eventually, the research sets spotlight on finding a comprehensive marketing strategy and evaluates the options. The implementation which was done with this project paper was the development of a coffee tour as an educational agro tour and is explained in detail and in a SWOT analysis.

Keywords: coffee, single origin, marketing strategy

INTRODUCTION

Research has shown that increased competitiveness on a microeconomic level is highly dependent on a successful marketing strategy [1]. As part of the Intrapreneurship in Another Perspective (IAP) program at Universitas Dhyana Pura, the students conduct research and underline the practical project they execute by providing an additional research paper. This paper evaluates, how competitiveness on a microeconomic level of coffee producers in Bali, more specifically for the coffee brand *Kopi Jempolan*, can be improved.

Marketing strategies for coffee producers will be examined and how those can contribute to competitiveness of the coffee selling of their businesses. Therefore, the paper adopts qualitative analyses of strategies to improve competitiveness. More in detail, it will have a look at the coffee brand "Kopi Jempolan" located in the tourism village Catur in the region of Kintamani. The project was implemented through field trips and had research as a base. Marketing is a central part of a successful management of tourism destinations. As Catur is an aspiring tourism destination, the small coffee shop of Kopi Jempolan plays an important role in this development. Therefore, the book "The International Marketing of Travel and Tourism: A Strategic Approach" by François Vellas gives valuable insights in this field. An important part argues what role technology plays in the marketing of tourism sites.

First of all, this paper will give insight in comparison of the factors that increase competitiveness in high-income and low-income countries. The understanding of competition factors helps to better understand marketing decisions. After that, the paper will examine, which steps can be taken in order to increase the competitiveness of Kopi Jempolan. More closely, possible implementations to develop a marketing strategy to

attract different target groups will be evaluated. The target groups of Kopi Jempolan will also be presented.

In continuation, a short look into the history and current position of coffee will be provided. With a selling strategy targeted towards customers, one of the outcomes of this project attempts to give a recommendation to the coffee shop in Catur village. Furthermore, the journey from bean to cup will be traced and explained in detail in this paper, as this process will be part of the selling strategy. Finally, the paper will describe the outcomes of the project and a review.

The results of this paper will be to provide information for professionals as well as coffee lovers or soon-to be coffee salespeople who would like to learn more about coffee production and are new to the topic.

METHODS

This study employs mixed research methods. Firstly, in-depth interview with coffee experts are conducted. The group of coffee experts is divided into two sub-groups: coffee plantation owner and coffee shop managers, baristas and employees.

The basis of the field research was an interview conducted with the head of owners of Kopi Jempolan, Mr. Gusti Ngurah Rupa. In advance to the interviews, a questionnaire was prepared. For the interviews, it was necessary to go to the village of Catur. The interview was recorded with the mobile phone. In the interview, which was held at the coffee shop Paramitha Kintamani, Mr. Gusti Ngurah Rupa explained more in detail the production process and information on Kopi Jempolan. One further interview was held with the owner of K'cak coffee, Made Sukayana, in the same coffee shop.

In order to find out whether Kopi Jempolan meets the needs of business owners and coffee connoisseurs, a further interview was conducted with the barista of Expo, Agil Achmad Sofii (Seminyak) and a second one with the barista of Duatiga (Canggu). The interviews were recorded and written down for the use of this paper. A fourth interview was conducted with a coffee producer in Pupuan, who gave insights on his own marketing and distribution strategy.

To analyze the result of the data collection, the key statements were taken from every interview and used as a base in this paper. The interviews were the most important source of data used in this project paper, while the desk research supported the general understanding and background knowledge.

FINDINGS AND DISCUSSIONS

Competition in Advanced and Emerging Economies

Marketing is understood to connect the business' value to the right customer base, in both high- as well as low-income countries. It's a simple concept but it can take on a variety of different shades, especially when this concept is brought to less developed countries. In recent years, competition has gone through fundamental changes with the pursuit of global strategies, like the breakdown of borders and facilitation of international shipping. The advancement in technology, particularly in communication and distribution technologies have had a great impact on those changes in advanced economies. The internet is one of the key tools in marketing for both industrialized and emerging economies. However, it is used to a broader extent in SMEs in industrialized countries. For this, training also plays an important role. It is easier and more accessible for SMEs in developed countries to train their staff on the usage of new technologies than in poorer countries [2].

One more important factor which divides advanced from emerging economies is the facilitation of innovation. In industrialized countries, competitiveness is increased because the frame conditions for an innovative environment are given, e.g. through governmental support and innovation labs. A high capacity for innovation also means that the business is more likely to grow, and new innovations can be presented in marketing.

Another factor that Porter explains is the connection to international markets. In most advanced economy countries, it is easier for businesses to reach the international market than in the low-income economies. In the case of Kopi Jempolan, the interview revealed, that there are challenges for the brand to export to other countries. This is due to the fact that the laws and rules are not clear and little governmental support is provided to train the staff on this topic.

Indonesia can be identified as a low-income country at the factor-driven stage of development. The base of this finding are availability of cheap labor and abundance in natural resources. The essential challenge is, "to move beyond competing solely on cheap labor/natural resources". This means, that improving sophistication not only of production processes on the company level, but also extending the presence along the value chain are vital. To practice customer-orientation, marketing and branding in SMEs are revealed as most significant [1]. Vital to a business environment, where a prosperous growth of enterprises is secured, are the factors infrastructure, educational quality, capital access, and measures related to technology and innovation. However, most low-income countries score low on those measures, for which Indonesia is not an exception.

History and Current Position of Coffee

After world war I, coffee roasters had to move away from a focus on quality and locality, which was when they became part of major industrial empires. They started to concentrate on consistency in price, packaging and flavor. As a result, roasters homogenized blends. They started to use cheaper beans and cut down roasting times to reduce weight loss and mask the poor quality of the beans. Overall coffee quality decreased. As brand competition took the fore in corporate strategies in the US, the product itself became of secondary importance. Homogenization and mass marketing of coffee further increased with the gaining importance of instant coffee after World War II. Growers received a low share of the coffee export prices. However, in recent decades there is improvement for positive of this development [3].

In the past decades, coffee was seen as a beverage that accompanies socializing or as a routine to start the day. In the last years, the industry has seen a considerable change. Worldwide, consumerism shifts the focus on a more sustainable and healthier lifestyle, evolving in many trends. Lately, a strongly growing domestic consumption of coffee can also be seen in the producing countries, especially in the last 20 years, where domestic consumption has doubled. This case can be observed in Indonesia, where consumption of domestic produced coffee is steadily growing. It accounts for around 22% of the total market and although roasted coffee remains the most popular form of coffee consumed, 3-in-1 preparations are rapidly gaining market share and in 2013 accounted for around 30% of the market. The quality and therefore popularity of domestic coffee blends generally grows, so this trend is likely to continue and is eventually evolving in a "third wave of coffee" [3].

The coffee business has undergone some major changes in recent years with the evolving of third wave coffee and an increased consumption of specialty coffee in the 2000s. The "third wave" in coffee describes a movement, where a high quality of coffee is in the focus and coffee is traded as a specialty good. Ponte's research suggests, that until then, roasters were keeping control of the coffee chain to a large extent, with a low margin for producers and retailers and high earnings for roasters such as Nestlé. Since the beginning of the third wave, there are signals that a fragmentation of the market is taking place through new consumption patterns. There is growing importance of single origin, fair trade, organic coffees and specialty coffee, which poses new challenges to 'traditional' roasters, such as the big global players who hold monopolies in the food industry, who sell large quantities of undifferentiated blends of poor quality.

The third wave comes with the emerging of "specialty coffee". The beans for this type of coffee are high quality and new roasting and fermentation methods are used. While in the last century, black roasted beans were considered as strong and good for making coffee, nowadays baristas all over the world are experimenting with the factors

that influence the taste of coffee, like water temperature, grinding grade, fermentation process and roasting. Even the drying location plays a role [3].

Today, coffee is produced in 70 countries of the world, where in 2010 it was estimated 26 million persons were working in the 52 main producing countries (Doc. ICC 105-5). Thus, this makes the sector a major employer in countries of the equatorial plane, having many economies depending on this crop. Originating from Ethiopia, coffee is indigenous to Africa, which is still one of the world's biggest coffee producers. However, the biggest mass of coffee beans is produced in Brazil. Indonesia ranks on fourth place of producing, as well as exporting coffee beans [4].

Farmers and coffee producers have to keep up with the development on the market. On the one hand, coffee producers gain sovereignty, on the other hand this brings new challenges as the adequate circumstances regarding education and sophisticated production process are not yet up to date. which is not always easy for them, as they don't have the chance to get in touch with the end consumers.

The Product of Kopi Jempolan

The brand Kopi Jempolan has a range of products, with various products targeted to different audiences. The above explained evidence that specialty coffee is gaining recognition is especially important for the success for Kopi Jempolan, as the brand is a certified specialty coffee brand since 2007. Kintamani coffee is characterized by a slightly sour taste. This fact is furthermore an important claim which can be used for marketing and thus increase competitiveness. Kopi Jempolan offers different package sizes of specialty coffee. A second product is known as "Bali Kopi", Kopi trubuk, which is coffee of lower quality. It is mostly used in warungs or for home-use. In its way of preparation, it resembles instant coffee, however, is made from real beans without additives. The beans used for Bali Kopi are the ones that were identified as not first grade in the wet process and that were sorted out by hand in the dry process. The preparation of specialty coffee and Bali Kopi is completely different, as Bali Kopi is mostly brewed with just hot water and enjoyed with a lot of sugar by most locals, and specialty coffee requires an elaborate brewing method with a certain water degree for the flavor to be fully embraced.

Marketing Approaches of Kopi Jempolan

1. Word of Mouth

Word of mouth is one of the fundamental means of distribution. Word of mouth can influence others' views, thoughts and their decision. If word of mouth power utilized correctly, it could market any product/services for the long time. In lower income countries word of mouth is one of the most important marketing channels for local businesses. So far, this is also true for Kopi Jempolan. However, it takes more measures to keep up with the development of the coffee market.

2. Social Media

Social media is a phenomenon that has transformed the interaction and communication of individuals throughout the world. Social networking websites are very popular and have become daily practice in a lot of people's lives. Social media is not only a communication tool for amusement, but it is also an important part of marketing strategies in business life. Social Media Marketing offers a variety of tools that can be used very easily and for free, in comparison with other marketing tools. The main purpose of using Social Media Marketing is the amplification of word-of-mouth marketing. They belong among very important business marketing tactics and help to create new business opportunities, develop a stronger market position or modify consumer's behavior. [5] Social Media Marketing can be used by coffee Jempolan through updating an Instagram Channel and a Facebook page. So far, there is already one Instagram account, which is not being updated frequently. To use Instagram as a marketing tool, it is important to update the page at least weekly, the same is the case for Facebook. Arrivals of new products, pictures with guests and tutorials on brewing methods could be used for content.

3. Booth at a fare and events and flyers

Kopi Jempolan was already present once at a fare in Nusa Dua in February 2018 International monetary funds, where small samples were given out and coffee packages were sold. The result of the participation in this fare was good. For the future, there is a potential for gaining market share and international awareness, if Kopi Jempolan participates in more fares or events. Another opportunity which Kopi Jempolan already took was taking part in a wedding where the coffee was served, so that the brand gained recognition. Serving specialty coffee at weddings can be considered as a new market, which might be worth exploring. Another factor that helps the advancement of recognition for Kopi Jempolan is handing out flyers at the events. Chances are, that one flyer won't just be seen by one person, but more people get to see the flyer, such as for example family members.

4. Salesman

Mr. Gusti Ngurah Rupa has employed one salesman who drives to nearby warungs and coffeeshops to deliver samples of coffee and to raise awareness of the brand in Catur.

5. Coffee Festival

In a brainstorming on which marketing activities can be implemented, the head of K'cak coffee suggested a coffee festival. A coffee festival would boost recognition of Catur village as a coffee producing village, while coffee can be sold, and educational tourism can take place. The location of the coffee festival would be the coffeeshop Catur Paramitha. During the day of the festival, participants could learn about the process from bean to cup. The tour guides could offer several tours to the plantations, to the Luwaks, or solely explain the production process. Moreover, shows about traditional Balinese dance and music can be organized on that day. If participants are western tourists, they might be interested in traditional Balinese cuisine, so it would be a great opportunity to generate revenue also by selling foods and beverages.

Observations and Challenges for Catur

The level of education of the inhabitants in Catur has its roots rather in practical work experience than in academic. There is only little access to academic research or practical academic projects, and the existing is only provided through professors and students of UNDHIRA, which are also supported by grants from the government. So far, no member of UUP Catur Paramitha received any higher education in retail. However, they are supported by a group of men who are part of the group which is developing Catur to become a tourism destination. In this group, the English level is very good, but this also means, that Kopi Jempolan is dependent on the presence of members of this group. The members of this group are currently developing a plan for tourist activities, such as guided tours through the coffee plantations.

Another hurdle for the successful establishment of Kopi Jempolan as an internationally recognized brand is the English skills. For the development of strategies on how to attract foreigners, this is an issue that is not to be underestimated. The communication is especially difficult when it comes to sales conversations and the when customers have questions. This issue was observed several times in Catur, when foreigners wanted to buy coffee and learn more about the product they were buying. Therefore, the practical implementation of this project should bring alleviation.

Social media is a relatively new phenomenon, understanding its benefits as a marketing tool still remains a challenge for SMEs in remote areas [5]. To some extent, derived from observations in Catur Village of Kintamani, it seems that marketing through social media is not taken very seriously. There are some companies who have shown interest and have created their presence, yet there is no serious focus in this innovative marketing tool. So far, the heads of Catur Paramitha Coffeeshop are not actively using social media to promote their brand. In the future, there is high potential to develop this status quo so that Kopi Jempolan reaches more people, also online.

As the village of Catur is located in a quite remote area, the access to technology is not very easy. There is no Wifi provided at the coffeeshop of Kopi Jempolan, which might play a role for tourists as well as for local people in the decision to visit this village or not. Especially for foreigners, who are often dependent on the connection to Wifi, are likely to find the provision of Wifi very useful.

Some Ideas on Marketing Strategies for Kopi Jempolan

The first idea was doing a workshop with the people who are working in the coffee shop. But it is not possible to be done because the English level was not sufficient to participate in a workshop, this would have hindered the successful outcome of a workshop a lot. Besides, every person had a different base of knowledge. The group of men who are currently working on the coffee tour speak English very well and have experience in working with tourists. However, they are not all the time present at the coffee shop Paramitha, and the aim was, to help raise the sales of coffee in the coffee shop. To help raise the sales of coffee, the implementation should help the people who are all the time present at the coffee shop. Another hurdle that would have come with a workshop with Mr. Gusti Ngurah Rupa and his employees is the cultural difference, if a western student held a workshop. While in Western cultures it is easily accepted, that younger people who recently earned a degree work as consultants, in Asian countries this has to be handled with delicacy and respect, especially if foreigners want to help.

The second idea which was suggested by Mr. Gusti Ngurah Rupa was a coffee export. It needs to research on law for the export of coffee and inform the coffee producers on export of coffee. Therefore, he also wanted to know about the best strategies to export his coffee to the international market. One of the questions he asked was about which type of coffee beans was preferred by international customers, such as full was/ natural, or which roasting. To answer these questions, surveys in with different coffee shops abroad would have been necessary, as the question is very difficult to answer.

Furthermore, Mr. Gusti Ngurah Rupa wanted to have information on laws and restrictions of exporting. He stated, that from the government, the laws are not clear to him and wished to have more information about this. However, this problematic goes deep into law and can be very challenging for somebody who doesn't speak Indonesian. Thus, this idea was not developed any further.

The third idea was to set up a food stall offering specialty coffee on campus. The idea of the food stall was to raise awareness of the third wave of coffee for students of universitas Dhyana Pura. With a questionnaire and interviews, a deeper insight on the development of the third wave could have been achieved. As I wanted to learn more about business development and wanted to be part of developing a marketing strategy and learn more about this topic, the other idea seemed more appealing to me. Setting up a food stall needs a lot of preparation and long-term planning.

Some problems that raised in connection with the idea was who will provide the food? How can the students be attracted to order specialty coffee, which would be much more expensive, than the cheaper sachets which can be ordered at the warungs? How can we make sure that the coffee is still warm when served and where and how to prepare it? Which is the right location, date and time, to reach an audience as big as possible? The hurdles for this project seemed very big in the short amount of time that was left when the idea came up, but certainly would have a positive outcome and might be interesting for future Undhira International Students. Interesting of this project would be to observe, how a coffee culture among young people is slowly evolving. This project might even open doors for people who haven't heard about specialty coffee yet and are new to the product, or who would like to learn more about it.

The fourth idea was to create a postcard so that people can buy it as a souvenir or send it to other countries. Together with the postcard, it would be interesting to design informational material to give tourists insights different things, like Balinese Culture, the

history of the village Catur in Kintamani, or agricultural tours, even through the orange plantations.

Coffee Tour as a Potential Marketing Strategy for Kopi Jempolan at Catur Tourism Village Kintamani

After evaluating the options and weighing the possibilities, taking into consideration which project could have the most impact in a limited amount of time, a sequence of service of a basic retail workshop and a coffee tour seemed to be most appropriate for the given circumstances. Additionally, a brochure will be provided. There are several coffee plantations that offer so-called "agro-tours" (agricultural tours) so far. Marketing agro-tours for the coffee plantations of UUP Parmitha has a potential which is not exploited to its fullest yet. Therefore, a team of several man who have worked overseas are currently planning on offering agro-tours to tourists in English language, but also for locals in Indonesian language.

Together with this paper, one of the outcomes of this project is to provide a script for employees at the coffee shop Paramitha in English and Indonesian language. Like this, the people working there will be able to learn the words in English they need to explain to tourists who would like to learn more about the processing of the coffee fruit. A tour that guides through the production steps of the beans not only attracts tourists to spend time at the coffeeshop, but also helps to sell the coffee. It is likely that people buy the product after learning about the steps that it takes to produce something, as it gets clear how much work is put until the consumer holds the final product in hands.

Identification of SWOT for Coffee Tour

From the brainstorming sessions and the qualitative part of the questionnaire, several keywords emerged on the discussion of Strengths, Weaknesses, Opportunities, and Threats of a coffee tour at the coffee shop Catur Paramitha site. The perceptive SWOT from observations and two coffee tours is summarized in Table 1.

Table 1. Summary of SWOT Keywords of Coffee Jempolan Coffee Tour

	Positive Factors	Negative Factors
Internal Factors	STRENGTHS <ul style="list-style-type: none"> - Comprehensive coffee experience (following bean to cup) - Beautiful surroundings - Opportunity for learning - Attract tourists to the coffeeshop 	WEAKNESSES <ul style="list-style-type: none"> - Lack of facilities for tourists, e.g. wifi at the coffee shop - Lack of promotion and awareness - Transportation access to the coffee shop, thus coffee tour - Not yet integrated/well-planned - Language barrier - Far away from Denpasar/Kuta - Other tourist attractions not yet elaborated
External Factors	OPPORTUNITIES <ul style="list-style-type: none"> - Raises the reputation of the village as an educational tourism site (different learning opportunities, such as orange plantation, herbal plants, culture, etc.) - Development of coffee tourism - Raises chances to sell coffee - Raises people's willingness to spend more money, as they 	THREATS <ul style="list-style-type: none"> - Many competitors, saturated market - Lack of tourists in rain season - No tourists because of missing marketing - Not always a tour guide at the coffeeshop, that people come and wish for a tour and they can't do the tour

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| <ul style="list-style-type: none">know about the difficult production process- Coffeeshop to function as a viral spot so that Millennials would want to come and participate in a coffee tour- Coffee tour as a pit stop for Denpasar-Singaraja route for organized tourist tours- Operators bringing tour groups- Increased popularity in social media because of group pictures at the end of each coffee tour | <ul style="list-style-type: none">- Employees don't find utility in the coffee tour and don't continue the offer- Tour groups not interested to come- Tour is not booked by many people, but tour guide has to be present- Communication of offer not clear to visitors and tourists |
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The findings evolved after several visits and observations, as well as brainstorming in the coffee shop. There are internal factors that count in strengths and weaknesses, and external factors such as opportunities and threats that come along with a coffee tour. A coffee tour has several advantages, but disadvantages should also be taken into consideration.

Firstly, it attracts customers. There is a high chance, that tourists, but also locals who are coffee drinkers, are attracted by this offer. So if they attend a tour about coffee, it is likely, that after the tour they will also buy the coffee. A second advantage is, that coffee tours would also raise the recognition of Catur as a coffee producing village, as the audience is bigger. Some people might come with the aim of tasting specialty coffee, others might come for the tour and some people might only come to buy the coffee.

Not only for coffee lovers, but also for people who seek to work as baristas, a coffee tour could be a useful instrument for education purposes. So that for example university students who seek a degree in hospitality learn about the process of production. For this, Catur might charge a small fee for the tours, and students could have a sequence of service at the coffee shop which allows them to practice explaining the knowledge they have gained at the coffee tour. Knowledge about coffee can also be helpful in finding a job for students, so the brand Kopi Jempolan could give certificates for attending a barista course or having special knowledge in the field of coffee production, which is now a trend and will be more and more important for hotels.

Besides opportunities, a coffee tour also brings responsibilities and thus weaknesses and threats with it. The main threat is the already highly saturated market of coffee tours offered. However, this fact is not necessarily a threat, as on the route between Denpasar on the way to Singaraja there are not so many tourist attractions yet. Another threat is, that due to a lack of marketing activities through the stakeholders in Catur, tourists are not aware of the offer. Therefore, a small workshop on the usage of social media to promote those activities was very helpful with the guides who will offer the tours.

If the coffee tour is not continuously offered, there might be the threat that the stakeholders don't find the coffee tour useful anymore, so that the tour is not pursued and will fall into oblivion. Lastly, the communication of the coffee shop has to be very clear, on which dates a coffee tour is offered and this information should be posted and updated constantly. If this is not the case, it might happen, that tourists and visitors come with the expectation of participating in a coffee tour. If then there is no tour guide, that would leave behind a dissatisfied customer.

CONCLUSION

Catur village in the region of Kintamani has a high potential to become an important area in educational tourism for locals but also for foreign tourists. According to the analysis in this study, along with natural resources, also human resources can be

developed to make the area attractive and build sustainable success. Sustainable success means, financial security for the villagers, opportunities and support for the stakeholders and benefits for the people who are interested in learning about culture and coffee in Bali.

To raise recognition and awareness of the offers in Catur, marketing strategies are the foundation of success. As such, the most appropriate strategies would be to use social media as much as possible. It is identified to be an easy to use and free of charge tool. Secondly, to be present at official and public and private events if there is the chance could raise recognition and reputation of Kopi Jempolan as a specialty coffee producer. Another marketing strategy, which would boost the popularity of Catur as a coffee producing village, would be a coffee festival. This idea could even be elaborated by one of the future international students at Universitas Dhyana Pura.

The opportunity to take advantage of is the rise of *coffee connoisseurship*, is identified to be of high potential for coffee producers in Catur. Young people are becoming more and more interested about where their coffee comes from and how it is produced/processed. For this positive development, the stakeholders in Catur should try to alleviate the weaknesses that they have, in terms of developing technology such as Wifi for visitors, accommodation and other tourism-related facilities. As a coffee tour is in the focus of the project, this paper provides a SWOT analysis and to evaluate this offer. By using SWOT Analysis for a coffee tour, it was determined that the strengths of this activity outweigh its weaknesses and that the opportunities for the development of tourism particularly educational tourism outweigh the threats. The suggestion is to pursue a coffee tour at the coffee shop Catur Paramitha. By teaching visitors about the production process of coffee, coffee drinkers gain awareness of how difficult the steps are and how much effort is put in the cultivation of coffee. A positive outcome is that people who have knowledge about the process would spend more money on coffee, which would contribute to the development of a fair price for coffee producers.

Lastly, it can be said, that a coffee tour could be a truly unique experience for tourists visiting from abroad, but also local visitors and students. Therefore, it is important to stay competitive and differentiate the experience from the offers of competitors, for which Catur has a potential.

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