

Abstract

The coffee industry is the greatest potential industry because coffee is the main export commodity. Ermera District is the largest coffee producer. ATT is a social enterprise which has 667 coffee farmers in Ermera District. 80% of the overall economic condition of Timor-Leste is agriculture sector, and coffee is an export commodity for international markets. To maintain coffee as Timor-Leste's featured product, cooperation with all actors in the business ecosystem plays a role in developing good coffee products to be able to compete in the market. The main objective is to discover: the main actors of the coffee industry in Timor-Leste, the roadmap and strategy of empowering the coffee industry in facing the digital era competition using a business ecosystem approach.

Descriptive qualitative method is used in this research. Variable is a description of abstract condition of research object, so that it can be measured in a process called variable operations. Qualitative research has no population but "Social Situation" is divided into: place, actor, and activity that interact synergistically. Data sources are primary and secondary data. Validity and reliability tests employ the informants' signature as evidence. The credibility test of the research results uses Source triangulation and Miles and Huberman Model analysis technique. 3 mappings of the value Convention Strategy Model analysis are Role, Delivery and Transaction.

Actors in the business ecosystem of coffee industry are Farmers, Government, Universities, National trade, consumers, Media, CCI-TL, International Trade and Bank. VNA analysis results show that there was good relationship among the stakeholders in the coffee industry, however, not all of them perform their functions properly. In addition, the results also show that there were some transactions with high risks and benefits. In tangible impact analysis, there were 3 transactions showing high risk, yet having high benefits such as: activity carried out by farmers and traders was the purchase of coffee which costed quite a lot. Meanwhile, intangible impact analysis shows high costs/risks and high benefits such as government support through regulation and Café Tour Activities which required substantial costs and experienced staff.

Therefore, cooperation of the entire coffee industry business ecosystem is needed to develop coffee as a featured product in the international market. In addition, it is to rehabilitate and develop coffee as a tourist attraction and an icon of coffee industry.

Keywords: SMEs, Value Network Analysis, Business Ecosystem.