

ABSTRACT

This study aims to develop an operational empowerment model for BRI's coffee MSME (Micro, Small, and Medium Enterprise) clients with an export orientation to enhance competitiveness and expand access to international markets. Indonesian coffee MSMEs play an important role in the national economy, yet they continue to face challenges such as export regulatory constraints, difficulties in meeting international quality standards, limited use of technology, and suboptimal access to financing. This study employs a qualitative approach using a phenomenological method to explore the experiences and perceptions of MSME actors regarding the empowerment programs provided by BRI. The analysis applies the Resource-Based View (RBV) framework based on the VRIN concept, along with empowerment theory, to identify driving and inhibiting factors in improving MSMEs' export readiness.

The findings indicate that BRI's empowerment programs are perceived to support improvements in MSMEs' business management capacity and export preparedness. The programs are also perceived to increase entrepreneurs' confidence in decision-making and market strategy development. In addition, product origin characteristics and simple quality-related testing were found to be important factors in strengthening MSMEs' competitiveness. However, the export process remains constrained by bureaucracy and regulations that have not fully supported the acceleration of MSME exports. Based on these findings, this study formulates an Operational Empowerment Model as a reference to strengthen BRI's support for export-oriented coffee MSMEs.

Keywords: *coffee MSMEs, empowerment, export, BRI, RBV, VRIN, competitiveness, operational model*