A Community-Based Case Study of Coffee Farming in Thailand

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Abstract

Coffee farming is very important to Chiang Rai, Thailand, and most of the coffee crops are produced in the highlands of ethnicity-crowded communities. Nevertheless, a rich case understanding of how the coffee farming has been practicing is lacking. Relying on in-depth interviews and field observations, this study presents how a specialty-coffee farmer integrates sustainable farming practices and market orientations in a management framework that resembles balanced scorecard (BSC) and strategy mapping concepts. The case illuminated is award-winner which testifies to the central role of sustainability principle and motivators to stimulate learning and growth of the farmer, and in turn, contributes to continuing improvement of farming, coffee-making and marketing processes, to contribute to the sustainability aspects of performances. The semi-structured interview protocols, which provide the guidelines to guide the interviewing process, are facilitated using the CATWOE-guided root definition concept of the soft-systems methodology (SSM) to ensure triangulated coverage of important respondents and the coverage scopes for systemic insights.

Keywords: Balanced scorecard; Community; Soft Systems Methodology; Specialty Coffee Farming; Strategy Map; Sustainability.

Introduction

Community-based case study of coffee *farming business* in Thailand is something not academically reported. An outline of the current states of knowledge available in the extant literature is presented to guide and rationalize how the research is to be organized and approached.

First of all, whether we approach from a commercial perspective, socio-cultural, or ecological perspective, sustainability is a theme for a business, or in particular, a community-based business to sustain its viability. To improve the viability of coffee farming business, researchers and practitioners have shown it is important to focus by integrating a multitude of factors, normatively, based on some proven principles or theories (Galdeano, Aznar-Sanchez, Perez-Mesa, and Piedra-Munoz, 2017), while it is also equally important to derive monitoring and management system, and cultivate the ability to counteract emerging trends and risks

(Tan, 2020). Obvious potential risk factors include climate change, population pressure, low yields of crops, and coffee price volatility (Rahn, et al., 2018).

Community-based cases are of much complication, which involve not only agricultural sustainability issues, but also human activities that traditionally carry various social connotations and localized socio-cultural norms. To tackle socio-technical problem, Jackson (2000) recommends approaches from a soft system rather than hard systems methodology – that is, to approach using systems-oriented problem-solving and research technique with a soft-methodological emphasis. While the hard systems methodology, such as engineering optimization, is based upon an optimization paradigm that is modeled on the natural scientific method, the soft systems methodology (SSM) embraces a paradigm of learning and also needs to concern the socio-cultural connections forged upon from the meanings attributed to a group, and the member of the community. In reality, there is no contradiction to both hard and soft systems methodologies, and the only fact is that the soft systems methodology (SSM) acknowledges the ill-structure of the issues and it gears toward "relationship-maintaining" of the involving parties, and thus, is more human behavior-oriented (Checkland, 1981). Ill-structured context is highly suitable for case research approach, which can rely on in-depth interviews, documentary reviews and field observations, to provide rich descriptions, to explore issues or phenomena not easily discussed in the published literature, and to explain the phenomenon in both surface and deep level (Yin, 1994). Both SSM and case research method are highly suitable to ill-structured research issues and problems, and each has its distinctive advantages, and both can be approach from an interpretative paradigm (rather than positivistic paradigm). Nevertheless, there is a dearth of knowledge combining both SSM and case method, and this becomes a contributory entry-point of this research, which is made possible by using the SSM guidelines, especially the CATWOE root definition to provide a rule- and fact-based protocol for the case method. The CATWOE-based protocol sets up flexibly the question boundaries that help to illuminate the empirical issues with robust theoretical footings.

The steps involved in SSM, which takes root in interpretative paradigm, in order to understand and tackle issues such as sustainability-targeted coffee farming, are given in Fig. 1.

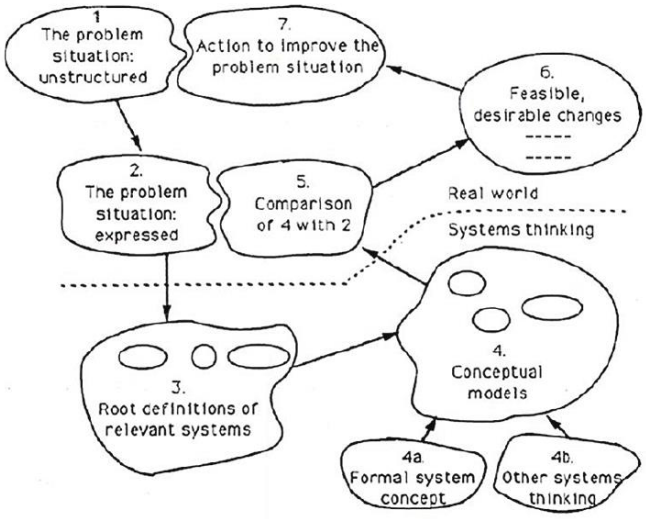

Fig. 1: The Learning Cycle of Soft Systems Methodology (Adapted from Jackson, 2000)

In the first and second stages of the SSM, a problem situation is entered and expressed – which relates to a sustainability need and viability of specialty, nature-based coffee farming business. The third activity, as shown in Fig. 1, involves choosing the relevant human activity systems to offer insights into the problem situation, which is enabled by a well-defined root definition by giving consideration to all the elements brought to mind by the mnemonic CATWOE: Customers, Actors, Transforming process, Weltanschauung, Owners, and Environmental constraints.

From a research methodological perspective, CATWOE stands to broaden the considerations of relevant informants, including constraints and the case context, so that the case research procedure would lead to more valid finding and conclusion. The informant-inclusive root definition would enable the researcher to robustly conceptualize the systems-oriented model that describes the case issue. The conceptual model in Fig. 1 would also need to be checked with the informants to ensure that they are not fundamentally deficient (Checkland, 1981), and that the model actually reflects and systematically addresses the expressed problem situation realistically, at Stage five. Stages six and seven are included only as parts of the implications to offer in this research study, and provides the insights and suggestions for the informants to make further improvement. Based on the concept of sustainability as narrated in the literature review section and the interviews, balanced scorecard (BSC) and strategy mapping structures are considered as suitable framework to embrace the key themes identified from the in-depth interviews and numerous field-visit observations and discussions.

In sum, this research exploits SSM approach to guide the case study of a community-based coffee farming business. Coffee production is an important primary economic sector in Chiang Rai, Thailand. As the businesses in Chiang Rai are, in majority, small-scale in nature, understanding how a fund-lacked community member actually performs, wins rewards, obtains certification, and gets brand awareness, is an important piece of knowledge sharing. Specifically, the research objective is:

> to develop a BSC and strategy mapping structure, based on numerous field-visits, observations and discussions, and in-depth interviews, to narrate and explain how a community member has been successful in implementing a sustainability-driven coffee-farming business.

As stated in Huarng and Mas-Tur (2015), each theory is a lens that allows the researcher and practitioners to interpret a certain form of innovation and knowledge, to identify a particular set of problems, and to seek a variety of solutions to those problems. Without a-priori literature evidences of similar context, this study is both exploratory and explanatory in nature.

Literature Review

The literature review highlights two important theoretical domains, namely sustainability and the concept of balanced scorecard and strategy map to guide the theoretical framework development of the qualitative research.

Traditionally, coffee plantations use shade-based concepts and procedures, under the rain forest canopy, to serve as a habitat for migratory birds as well, and gradually, full sun

farms system is employed under the pressure of mass demand and productivity requirement. Having realized the harmful environmental impact of full-sun farming practice, there is a returning trend, particularly advocated by many NGOs such as Rainforest Alliance and Bird Friendly (Garlough, Gordon and Bauer, 2008), to promote shade-grown certifications.

Specifically, there are two approaches to sustainability-oriented farming, which community-based coffee farming practices can adapt: (1) Sustainability as an approach, and (2) sustainability as a property. Galdeano, Aznar-Sanchez, Perez-Mesa, and Piedra-Munoz, (2017) recognize that the first approach is more normative in nature, and is focused "more on environmental aspects, proposing the most ecological agricultural processes as more suitable alternatives", and the second approach, as property, is "more positive and descriptive in nature, as well as changeable depending on spatial and time context, making sustainability a result of exchange and interrelationships between economic, social and ecological objectives (Kates, Parris and Leiserowitz, 2005).

Whichever the approaches, ecosystem is a necessary systems factor. Coupled with the agricultural development, agro-ecosystem is formed, which differs in various vegetation structure, shade tree diversity, and socio-economic characteristics. Based on the data collected in the three neighboring districts of Mt. Elgon, Uganda, Rahn et al. (2018) discover that shade-tree density appears to be related with smaller plot sizes and lacks of access to credit. Furthermore, when farm size exceeds household food needs, mono-crop coffee systems with little to no intercropping of bananas or shade trees seem more possible.

Depending on spatial and socio-cultural differences, things concluded in Rahn et al. (2018) may not necessarily be applicable to Thailand. For a sustainable crops-environmental integration, Boone, Roldan-Ruiz, Van Linden, Muylle and Dewulf (2019) advocate integrating the three important ecosystem service elements into consideration, namely: ES_{prov}, ES_{reg}, and ES_{cul}:

> ES_{reg}, refers to "the supply of cultivated terrestrial plants and the contribution to genetic diversity by agro-ecosystems", ES_{reg} regulates to support the quality of ES_{prov}, such as "pollination, biological control, carbon accumulation, soil erosion control, soil formation, nitrogen fixation, and hydrological flow" , and ES_{cul}, are strongly related to human values and behavior, and patterns of, for instance, the community-based case organization of its businesses, which can also be adapted to offer community-based tourism (CBT) services (Tan, 2018a; Tan & Sitikarn, 2019).

To better exploit the sustainability principle in coffee-farming, this study suggests using BSC and strategy mapping as an effective management framework, which shares the concept proposed and empirically tested in Tan and Sitikarn (2019) in community-based tourism context, and Tan (2020) for the hotel industry in Indonesia. BSC and strategy mapping are interconnected through a logic that "what gets measured gets managed and accomplished, but strategically, with strategic essence" (Tan, 2018a). On the one hand, organization needs to make explicitly clear of its strategy, which describes how a company intends to create value for its shareholders, customers, and citizens (Kaplan & Norton, 2004), and on the other hand, the organization uses BSC as a measurement platform. BSC was once noted as "among the most significant developments in management accounting and thus, deserves intense research attention" (Atkinson et al., 1997). Organizations implementing according to BSC has resulted in significant economic and performance improvements,

particularly, when the BSC implementation is determined by a "best fit" between the concept and the current conditions of the organizations, such as its contextual condition (Hoque, 2014).

Apart from measurement or monitoring, it is important organization has a clear picture of its logic of competition, and that can be described by strategy map – a causal logic of competitive factors or things emphasized (Tan and Sitikarn, 2019). There are certain logics to follow, as some preliminary theoretical guidelines to acknowledge before entering the case-study field, and the key ones are projected from the four BSC perspectives, summarized as follows:

- To be uniquely different in the farming business, strategy formulation should centralize on a clear set of customer value proposition (CVP). Company uses CVP as focal theme to transform itself (Mahajan, 2016).
- Long-term basis, i.e., a more holistic, sustainability-based conceptualization, as long-term strategy creates more value than short-term focus. To provide more aligned long-term focus, i.e., sustainability, Young and Dhana (2013) recommend approaching to design and implement strategies that correspond to certain "drivers" from a combination of "today," "tomorrow," and "internal". Long-term basis like sustainability orientation becomes urgently important with respect to the limitation of resources and the acceleration of consumption level. To be exact, to sustain business holistically, normatively, organizations are recommended to consider TTL (tripled top-lines), which establishes three simultaneous requirements of sustainable business activities – financial benefits for the company, natural world betterment, and social advantages for employees and members of the local community – with each of these three components recognized as equal in status (Tueth, 2010).
- To enable value creation, internal business process must be incorporated for the strategic and systematic improvement and innovation.
- To accomplish the strategic focus in the BSC and strategy mapping, it is important various strategic themes are used to drive the design and implementation of strategies (Kaplan & Norton, 2004).

Method

The research method employed is singe-case study method, which exploits an in-depth investigation of a community-based case. The case is exemplary and has demonstrated the full commitment, the competencies and systems approach to realize sustainability in specialty-coffee farming business. Due to the fact the case fits the prescribed nature and the willingness to show the systems details of how it becomes successful, it is chosen.

A single case is descriptively rich, and the ability to share detailed descriptions provide the contents for validity and theoretical generalization. The case selected has won Thailand's specialty, nature coffee reward, and certifications to organic, specialty and nature-based coffees lately, making it an exemplar for others to emulate, particularly when the case represents a single man, alone, learns and grows, and commits to do the right things for himself, his family, his community, and shares the values created with anyone who wants to prescribe on a sustainability-oriented coffee-farming business. Certification is a base providing credible information to consumers about the attributes of the coffee products and its procedure (Ssbunya, Schader, Baumgart, Landert, Altenbuchner, Schmid, & Stolze, 2019).

To approach in examining the case, interpretative paradigm is based, which underpins on a need to get closer to the informants, and describes things from their own views. To further help push forward with a proven systematic approach, soft systems methodology (SSM) guideline is adapted. According to Jackson (2000), systemic modernism, as its name suggests, is identified with the systems approach as a means of both understanding society and programming it for more effective performance. This research uses SSM to not only suggest a model of sustainable coffee farming business, but also to advocate its ability to lead the one who uses it to perform – that is what systems approach is advocating for. To get a rich picture of what is involved with the case issue, the CATMOE-based root definition of the relevant purposeful activity system would first be outlined. The root definition would then guide the interviewing process and the subsequent construction of the conceptual models of the systems. Once constructed, the conceptual models can be checked against with the informants, in order to ensure that they are not fundamentally deficient, which yields, from the research viewpoint, the validity, reliability and theoretical generalizability assurance.

In particular, the empirical basis of the case method is drawn from three important informants, namely the owner, a market manager, and customers. The latter is a voice being reflected in the social media channel of the case. *Josado Coffee Farm* is chosen as the candidate in view of its profile fitness to the research requirement. The farm is located in Ban Mae Chan Tai. The owner resigned his secured job in Bangkok, in year 2014, and started from scratch on a sustainability-targeted coffee-farming business, under the concept of "Think for Sustainability", with four pillars as the cognitive, emotional and behavioral driving forces: 1) Sustainability for environment and nature, 2) Sustainability for coffee farming, 3) Sustainability for farmers, and 4) Sustainability for customers. The interviews and field observations were completed in 2019, which reflected 5-6 years of the case effort working on 100% organic coffee farming, aiming to deliver the quality fruity tastes (i.e., lemon and honey, and Jasmine), healthy coffee to customers and the markets. Brand creation has been in the awareness creation stage for about 2 years. The effort resulted in Josado being awarded the "Thai Specialty Coffee Award" in March, 2019, and Thailand Excellent Coffee 2018 ACID.

Data Analysis

The model synthesized from the interviews and field observations would be assisted based, fundamentally, on the CATWOE root definition described as follows:

- Customers – The market accepting healthy choice of specialty, nature coffees.
- Actors – Anyone involves in the sustainable farming and business operations.
- Transformation process – a balanced management and measurement approach to the business and farming operations that result in economic success, ecological healthiness of the farming land, and which also benefits the community or other relevant stakeholders.
- Weltanschauung – A belief system, or worldview advocating on "CSV" (Creating Shared Value) and ecological sustainability.
- Owner – The owner can be considered as an agroecological coffee farmer and business entity that relies on principles of ecological sustainability and sharing of value creation with other stakeholders in driving the business.
- Environmental constraint – The community is located in highland, of rich fertile soil that can naturally support the nutrients supplying systems for coffees farming.

The CATWOE root definition provides the fundamental cognitive and reflective basis for the interviews, questioning, field observations, document reviews, and theory development.

Themes identified from the interviews scripts analysis and field observations are grouped into 1) Drivers, 2) Learning and Growth, 3) Business Processes, 4) Customers, and 5) Sustainability, which fits into the extended BSC structure.

The important drivers that stimulate and push forward the commitment for sustainability-driven coffee farming business are: hardship, no-electricity, difficulty during raining season, and forest sustainability:

> "We have applied to government for fund on road maintenance and electricity for six years, and could wait for additional five years. Nevertheless, these hardships will not deter me, and motivated me to work harder."

> "From May to November each year, we generally have the raining season, and we have to rely on 4-wheel to move around, such as to the top of the forest mountain where the coffee crops are there. Never an easy life. To get there during the raining period, we have to be very familiar with the road pattern and situation, such as turn. This is challenge for visitors as well. We also need to protect our forest so we can get solid soil, not using chemical, and so the nutrients are supported and maintained naturally, based on biodiversity of natural plants and the bees in the forests. Thus, sustainability is a central motivator and mission of us when we started the organic farming practices".

> "The forest is maintained by Mae Jan Tai members and not by our government. Thus, we have to pay even more attention to provide a sustainable basis to the forest. The forest is the source and resource for everything possible to us. We know it is not an easy issue, especially we are dealing with a community of large family members – a total of 39 family houses. Thus, Josado decided to be a model of coffee farming that makes use of our natural resources in sustainable way, and not use any chemicals. We can then proudly share our knowledge with our next generation – Organic farming is the way. But we also need to ensure that the organic farming can produce distinctive coffee products known as specialty and natural coffee".

Among the drivers, the environmental constraint is the fundamental driver, which motivates a need to provide ecological services (ES_{prov}) to regulate the nutrients and quality of the ecological system in the specialty-coffee farming practices. The motivational factors of the owner of the case in study are tightly linked to the provisional and regulatory functions of sustainability-enabled ecological services:

> "Our mission is to produce organic coffee, advise to community on sustainable coffee-farming practice, to produce best naturally grown specialty coffee, protect upstream forest, focus on brand as one of the

choices for coffee lovers, and sustainability stretches from farm to cup, in making 'Creating Shared Value' (CSV) possible.

The mission stated and reiterated many times by the owner and the marketing manager highlights the suitability of the BSC-structured strategy mapping, with an extended principle- or value-based motivator, as shown in Fig. 2, in driving the learning and growth.

Fig. 2: The Four Normal Perspectives of BSC + Principle- and Value-based Motivator as an Extension

The "financial" perspective is replaced by a broader perspective, which is 3P (profit: financial, people: the community, and planet: the forest). The owner stated the core objective as follows:

> "Our objective is simple and straightforward – to be sustainable, along the 'Thinking for Sustainability' slogan. This drives our products and our efforts, even in learning. We want to deliver healthy coffees to our customers. Majority of the coffee in the market is either instant and fresh, with minor 10% plus of the market belonging to premium, and specialty coffee remains even smaller portion. To give our customers healthy coffee is the sustainability at the customer side. If you try to fit into the 3P, I would say the people, but the customer aspect. To sustain, we need to also sustain from the market, and healthiness of customers is the best stable basis for sustainability."

The causal map structure of Fig. 2 reflects the MOST (Mission → Objective → Strategy → Tactics) sequence of strategic management (Tan, 2018a). The case advocates on three sustainability objectives and principles (see the value-based motivator and principle in Fig. 2), which is a concept that integrates the requirements of various stakeholders from farm to table in sustainable way: 1) Sustainability basis: farm to cup – which means sustainability stretches the entire value chain, 2) Naturally grown specialty coffee for healthiness – which highlights the organic operations and the alignment with the forest, and 3) creating shared value (for scaling) – which outlines the intention to scale-up the sharing with people, which is

social-value driven objective in alignment with CSV (Creating Shared Value) concept of Porter and Kramer (2011). Promoting CSV also provides a unique way for brand awareness and recognition management.

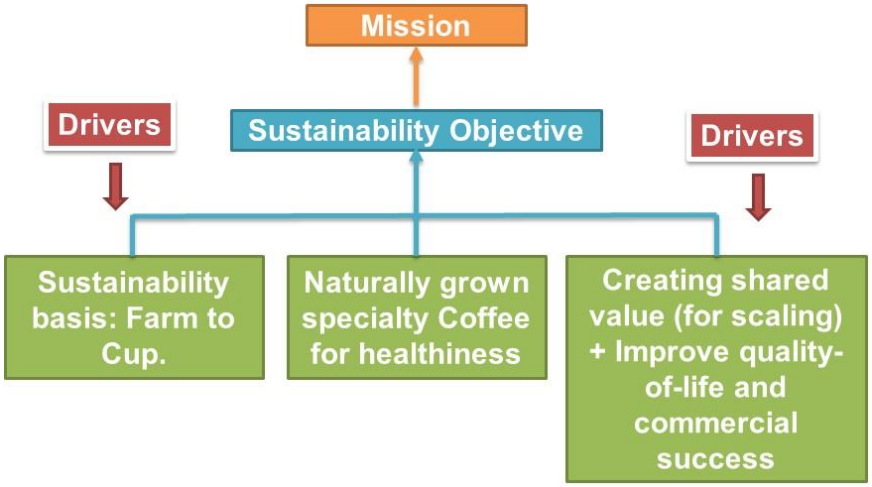

Fig. 3: The Three Core Strategic Themes

According to the case, the sustainability principle has helped them develop and sustain their efforts in other perspectives, namely customers, processes, and learning and growth. "Standardization" is particularly emphasized by the case in the process domain of the BSC framework. Stated the owner:

> "Everything we do – from cupping, to our farming operations, even learning procedures, we focus on standardization. When things are standardized, we can repeat. I have shown you the trial zone, and mass production zone, and all these are possible because of our standardization. The standardization of the ways we do, farming, product delivery steps, even communication and presentation to share with others, is made possible by our commitment and effort in continuous learning. Knowledge leads to standardization. Standardization leads to quality and recognition. Our customers slowly and gradually recognize our standardization, our efforts, our persistency, our honesty. Standardization is thus very important."

According to the case, it is learned that CSV (Creating Shared Value) is not only about a principle, but should become a process to manage. Josado believes in sharing value with the community, the customers, the certification body, the experts, and other relevant stakeholders. The case, Josado, has seen, through sharing, adds more knowledge, improves communication skills, gets more ideas, has others to help and support, and most importantly, expands the community memberships who share the same spirit and do the right things together. Stated the marketing manager:

> "We share what we have learned with anyone who is interested to learn and apply the similar concept to their farms. We also need to share our value spirit to others so that we can motivate others to help us. CSV is both ways benefiting".

Apart from standardization and CSV process management, the case reiterates on the brand management aspect as a key process to manage. Stated the marketing manager as follows:

> "Brand building is very important if we want to be sustainable. If no one recognizes our products and the unique way of our efforts, then, what we advocate will be meaningless. Thus, we need to build brand recognition. Many things we need to do. First of all, we need to convince to others that our brand stands for specialty and natural coffee. Second, we also need to understand and focus on the lifestyle of people, customers, so that they recognize that our products can match their lifestyle. With that, we can have consistent or continuing purchases." The marketing manager further noted: "This is how we position ourselves – being unique specialty-coffee, natural coffee farmer and value-added producer. Also, we stress on creating shared value – to share what we created and made successful to other members in our community, or other communities, to our customers, and to anyone that can replicate our successes. We had won specialty coffee award, and you see to yourself the sustainable farming practices we have. Time to enlarge our scale and share with others !!!"

Award-winning is certainly a testimonial of their customer and brand management, and farming operations efforts. Other factors and initiatives in brand and customer management include service qualities, packaging design, and dedication to CSR (Corporate Social Responsibility). According to the case owner, award-winning is a platform for benchmarking, standardization, learning and growth, and process improvement, and evidence that their efforts have succeeded to cause buy-in the markets.

Learning and growing is very much the essential driving force for everything that happens, whether on farming process improvement, standardization, brand creation, and award winning. While learning and growing drives everything on the BSC, it is also stimulated by the principle- and value-based motivators, as shown in Fig. 2. That is, through stimulating the changes of views and take commitment to be fact-driven in management, learning mechanism is able to demonstrate its ability to help an organization engage in transformation (Tan, 2018b). Evidences of learning and growth are numerous:

> Farms are separated into trial farms (learning purpose) and quality-successful farms, as shown in Fig. 4, and through systematic learning and experimentation, they gradually crystallize their farms with sustainable practices and standardization, leading to sound bio-ecological health. They learn the international principles on coffee tasting and the significance of coffee varieties, such as fruity taste of coffees. Both the owner and the marketing managers stated: "Fruity represents healthiness, and provides the product base for us."

Fig. 4: Trial Farms and Quality- Standardized Farms

> In terms of learning and growth of the coffee species and varieties, stated the owner: "We now have more than 10 species in our coffee farms. This is important as we can control and customize the tastes that are unique to the markets. We also learn to blend different varieties, and study how to process them, in order to create different types of tastes. We study defect of coffee beans, and roasting operations. We bought a small roaster from Taiwan, and experimented for two years on roasting, and makes us able to better deliver good quality coffees to our customers. When we learn, we really grow, and in many aspects, such as in farm operations, and the processes from farms to cupping."

Josado continues to grow many unique species of coffees, such as "Getcha", which is very valuable and expensive coffee in the world. To do so, they make use of their experimentation and testing farms, and install systematic monitoring, and learn to grow "Getcha". Clearly, through continuous learning, they grow by gaining a wide spectrum of knowledge spanning from farms to cupping. Any stages of the production chain are important, if real value is to be created. Only the knowledge truly gained from learning and growing experiences can they truly share the values to others. On the one hand, they intend to share the good practices, and on the other hand, they also have to preserve unique know-how for differentiation and value-capturing.

Conclusion

Looking into the ecological nature of the community-based farming practice, it can be said that the vegetation structure is of one of multi-layered, diversified shade (Jezeer et al., 2018), which has only less than a quarter of coffee plantations worldwide (Jha, et al., 2014). The farming-sustainability topic has become increasingly important in research, especially in view of the climate variability that has shown tremendous negative impact on agricultural livelihoods (Mulinde et al., 2019). This study demonstrates how a community member is able to implement a sustainability-oriented specialty coffee-farming business, starting from scratch. This study presents the five-year efforts of the case in BSC-structured strategy map framework.

Specifically, the CSV (Creating Shared Value) principle provides an aspect of aspiration and motivation for the case organization Josado, which can be grouped into three domains, namely:

1) Reconceiving products and markets – to provide the markets with naturally grown, organic and specialty coffees, filled with healthy, natural fruity tastes,

2) Redefining productivity in the value-chain – through making use of natural fertility, and bio-diversity, the ecological service is of quality to support the productive growth of specialty coffees, and

3) enabling local cluster development – by the support of the community, and cross-pollination of ideas and exchanges of knowledge, including a collective commitment for a common movement towards sustainability-oriented specialty-coffee farming businesses.

Through a systematic value-based motivation, it not only provides a focus for internal business process standardization, i.e., in farming to cupping, but also establishes an identity that is uniquely associated with the sustainability and CSV-driven business practices. In a way, the strategy map reflects and extends the marketing mix into 10Ps:

> *Principle (i.e., CSV, sustainability oriented) and Person (i.e., leader of the business, the community, the relevant stakeholders such as the subject experts) → Process (i.e., learning and growth, internal process, including customer and brand management, farming operations, continuing adaptation of farming to cupping) → 4P (Product, Price, Place, and Promotion) → Sustainability 3P: Profit, People, and Planet.*

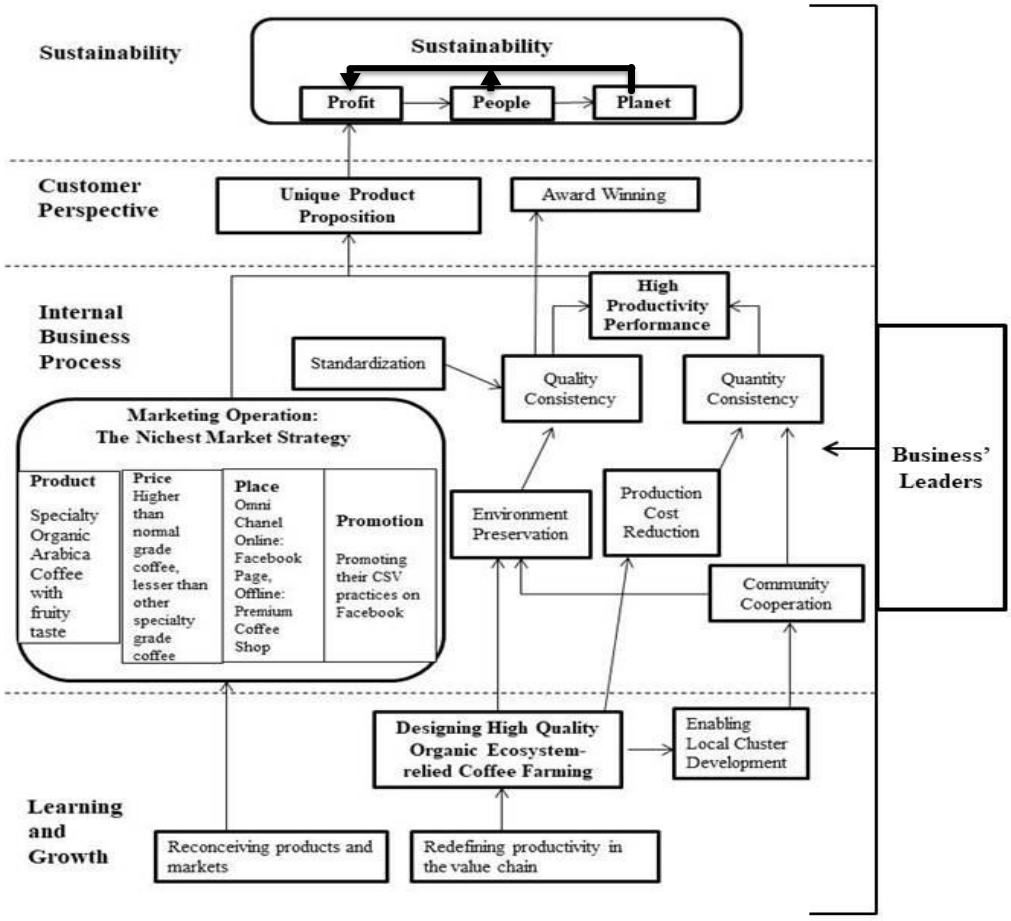

Fig. 5: The Detailed Strategy Map Derived from the Case-Study

The *areas of contributions* are highlighted in this research at theoretical, methodological and practical domains.

Methodologically, this research skillfully exploits the systematic approach of soft systems methodology (SSM), owed originally to and to apply to case method, particularly through clear root definition designated by CATWOE, which provides a holistic framework to guide data analysis, conceptualization and inclusions of appropriate informants for triangulation and validity purposes.

Practically, this research articulates a theoretically rich strategy map describing how a fund-lacked community member has systematically conceptualized a system of activities and efforts to create something of large-scale values to the societies. The values created are sustainability-oriented, made possible and multiplied by efforts to create shared values with the customers, the communities and other relevant stakeholders.

Theoretically, this paper extends the BSC (Balanced Scorecard) and its structured strategy map (Thida and Tan, 2019) to include principle- and value-based motivator, with the efforts made towards realizing the mission of the community-based case entity. Another obvious theoretical and practical contribution is the 10P marketing mix initiatives, namely Principle (i.e. CSV, sustainability oriented) and Person (i.e. leader of the business, the community, the relevant stakeholders such as the subject experts) → Process (i.e. learning and growth, internal process, including customer and brand management, farming operations, continuing adaptation of farming to cupping) → 4P (Product, Price, Place, and Promotion) → Sustainability 3P: Profit, People, and Planet.

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