Visionary Ventures: Cultivating Sustainable Coffee Entrepreneurship Across Cultures

Kurniawan Arif Maspul
University of the People
kurniawanarifmaspul@my.uopeople.edu

Abstract

The demand for sustainable business practices is higher than ever in today's world, which is characterised by environmental degradation, social inequity, and economic unpredictability. Sustainable entrepreneurship, which balances economic, social, and environmental aims, can lead to more ethical and resilient organizational operations. This study dives into the transformative journeys of Howard Schultz of Starbucks and Edward Tirtanata of Kopi Kenangan to show how businesses can succeed while solving global concerns. Schultz's vision of Starbucks as a "third place" between home and work, influenced by Italian coffee culture, and Tirtanata's purpose to make high-quality coffee accessible and culturally relevant in Indonesia demonstrate visionary leadership and market adaptation. Their encounters show how incorporating sustainability into fundamental business strategy may improve brand reputation, strengthen supply chains, and fulfil the growing consumer demand for corporate responsibility. This study explores the socio-theoretical foundations and worldwide goals of sustainable business using qualitative analysis, which includes a literature review and thematic coding. It emphasizes the significance of cultural sensitivity and community inclusion, emphasizing how honouring local traditions generates more market acceptance and community bonds. The study also coincides with strategic management theories including the resource-based view (RBV), planned behaviour theory, and stakeholder theory, emphasizing the link between sustainability and intrinsic motivation and purpose. Ultimately, Schultz and Tirtanata's experiences demonstrate that sustainable entrepreneurship is more than a moral duty; it is a strategic necessity for long-term success.

Keywords: *Circular Economy Implementation, Stakeholder Engagement Strategies, Socio-Ecological Resilience, Cross-Cultural Sustainable Practices, Sustainable Value Creation.*

INTRODUCTION

In an era marked by growing environmental deterioration, social injustices, and economic volatility, the demand for sustainable business has never been greater. Sustainable entrepreneurship, which combines economic, social, and environmental aims, provides a road to more resilient and ethical corporate operations (Sarma *et al.*, 2024; Weidinger, 2014). Examining the transformative experiences of industry leaders such as Howard Schultz of Starbucks and Edward Tirtanata of Kopi Kenangan provides insights into how firms might survive while solving global concerns. This analysis dives into the socio-theoretical foundations and global aspirations that motivate the necessity of sustainable entrepreneurship, emphasizing its critical role in crafting a sustainable future.

The pursuit of sustainable entrepreneurship is critical to promoting economic resilience and stability. Traditional company strategies, which are frequently driven by short-term profit maximization, can jeopardize long-term sustainability and overall societal well-being (Arefiev, 2024; Xu *et al.*, 2024). Howard Schultz's vision for Starbucks, based on ethical sourcing and environmental care, demonstrates how incorporating sustainability into fundamental business strategies may ensure a stable supply chain and improve brand perception (Starbucks, 2022). This approach is consistent with the resource-based view (RBV) of strategic management, which holds that distinctive resources and capabilities, such as sustainability practices, can create a competitive advantage (Barney, 1991; Ferreira & Ferreira, 2024; Priem & Butler, 2001). Sustainable business thus aligns economic success with long-term stability, fostering resilience in the face of global economic shifts.

On the other hand, increasing consumer demand for corporate responsibility emphasizes the importance of sustainable entrepreneurship. Modern consumers, who are more knowledgeable and concerned about global issues such as climate change and social inequity, favor organizations that demonstrate a commitment to ethical practices (Porter and Kramer, 2006; Wright & Nyberg, 2017). Businesses that match these expectations are more likely to attract and retain customers. Edward Tirtanata's Kopi Kenangan, which focuses on fair salaries and community development, demonstrates how aligning with ethical consumer preferences can lead to market success (Carrier, 2008; Dewi & Putri, 2022). This trend is confirmed by planned behavior theory, which suggests that consumer attitudes toward ethical issues have a major influence on purchase decisions (Ajzen, 1991; Han & Stoel, 2017). As a result, in today's marketplaces, sustainable entrepreneurship is both a moral imperative and a strategic commercial necessity.

Furthermore, sustainable enterprise highlights the value of cultural sensitivity and community inclusion. Entrepreneurs that respect and incorporate local norms and preferences into their business plans promote better community connections and market acceptance (Neto *et al.*, 2024; Lv *et al.*, 2024). Howard Schultz's idea of Starbucks as a "third place" for social interaction displays a knowledge of cultural and social demands, which has aided the brand's global expansion (Moss, 2024; Schultz, 2012). This approach is consistent with Hofstede's cultural dimensions theory, emphasizing the impact of cultural variations on business operations and consumer behavior (Hofstede, 1984). Sustainable entrepreneurs that embrace cultural sensitivity can build businesses that engage closely with diverse people, ensuring their long-term relevance and profitability.

Sustainable business is consistent with stakeholder theory, which promotes creating value for all stakeholders, not just shareholders (Bitencourt *et al.*, 2024; Freeman, 2010). This comprehensive approach encourages organizations to think about the effects of their actions on employees, consumers, communities, and the environment. Starbucks' initiatives to assist coffee farmers and community participation demonstrate how firms can function ethically while attaining financial success (Esan *et al.*, 2024; Starbucks, 2022). This is consistent with Elkington's triple bottom line concept, which emphasizes the balance of economic, social, and environmental responsibility (Abraham, 2024; Elkington 1997). Sustainable entrepreneurship incorporates ethical considerations into company activities, encouraging stakeholder trust and loyalty.

Sustainable entrepreneurship is based on self-determination theory, which emphasizes the importance of intrinsic drive, purpose, and personal fulfillment in motivating human behavior (Bandhu *et al.*, 2024; Ryan & Deci, 2000). Entrepreneurs who are motivated by a sense of purpose and a desire to make a positive difference show more resilience and tenacity, which are critical for long-term success (Baum & Locke, 2024; Boungou, 2024). Howard Schultz's dedication to social causes, as well as Edward Tirtanata's emphasis on local economic development, exemplify how a compelling vision may drive entrepreneurial endeavors in the face of adversity. This psychological perspective emphasizes the necessity of connecting personal values with corporate objectives in order to increase motivation and contentment in entrepreneurial ventures.

Furthermore, environmental stewardship is a foundational component of sustainable entrepreneurship, reflecting businesses' obligation to reduce carbon footprints, conserve natural resources, and promote sustainable practices. These activities play an important role in global efforts to counteract climate change and ensure a livable planet for future generations (Bansal & Roth, 2000). Starbucks' ethical sourcing and waste reduction programs, together with Kopi Kenangan's local sourcing and community engagement, show how businesses can take the lead in environmental sustainability. These activities are consistent with global goals, such as the United Nations' Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate

Action) (UN, 2015). Sustainable entrepreneurs that embrace environmental stewardship not only decrease risks but also help to achieve the global aim of sustainable development.

Learning from and implementing the concepts of sustainable entrepreneurship, as illustrated by Howard Schultz and Edward Tirtanata, is critical to creating a more resilient, egalitarian, and sustainable globally. Their experiences teach important lessons about visionary leadership, cultural flexibility, and a dedication to social and environmental responsibilities. Future entrepreneurs can establish enterprises that prosper commercially while also positively impacting society and the environment by incorporating these ideas and aligning with global sustainability goals. Studying coffee industry case studies provides valuable lessons for entrepreneurship in the global coffee trend. Entrepreneurs can learn from successful businesses, understand market dynamics, and explore new opportunities. It offers insights into strategies, branding, sustainability, and consumer preferences, inspiring creative ideas for coffee ventures. The case studies help entrepreneurs navigate complexities and tap into the vast market potential of the coffee industry.

METHOD

This study's methodology is based on qualitative research methods, stressing in-depth inquiry, contextual understanding, and nuanced analysis of Howard Schultz's and Edward Tirtanata's entrepreneurial ventures with Starbucks and Kopi Kenangan, respectively. Drawing on a meticulously curated literature review spanning entrepreneurial theory, branding strategies, and sustainability practices, this research is enriched by candid discussions with coffee industry entrepreneurs in Buraidah, Saudi Arabia, who provide firsthand insights into the complexities and challenges of establishing successful coffee ventures.

Moreover, this study looks deeply into the qualitative intricacies of entrepreneurial decision-making, organisational strategies, and societal repercussions by observing global and local market trends, consumer behaviours, and industry dynamics. Data analysis tools such as thematic coding and pattern recognition help to identify emergent themes and underlying narratives, shedding light on Schultz and Tirtanata's transformative leadership, cultural resonance, and sustainable business practices.

RESULT AND DISCUSSION
The Genesis of a Vision: An Intro to Howard Schultz and Starbucks

Howard Schultz's journey with Starbucks began in 1981 when he first came upon the little coffee bean retailer in Seattle. Starbucks sold high-quality coffee beans and equipment but had no intention of brewing coffee for customers. Schultz was drawn to Starbucks' potential and joined the firm in 1982 as Director of Retail Operations and Marketing (Schultz, 2011). His vision went beyond simply selling coffee beans; he saw Starbucks as a "third place" between home and work, a notion based on providing a community area where people could meet and enjoy a cup of coffee (Bodkin, 2023; Fariss, 2021).

Schultz's worldview was greatly inspired by his trip to Italy in 1983. He was inspired by Italian coffee culture, particularly espresso cafes, which acted as social hubs for their communities (Clark, 2007). similar event convinced Schultz that Starbucks could reproduce similar environment in the United States, offering not only coffee but also a sense of location and belonging (Schultz 2012). Schultz's concept was consistent with experiential marketing theories, which highlight the need to provide a memorable customer experience in order to generate brand loyalty (Pine & Gilmore, 1998).

Schultz's approach to Starbucks can be viewed through the lens of transformational leadership philosophy, which emphasizes vision, inspiration, and change. Transformational leaders are noted for motivating and inspiring followers to put the organization's interests ahead of their own (Bass & Avolio, 1994; Clarck, 2007). Schultz's ability to establish a compelling vision for
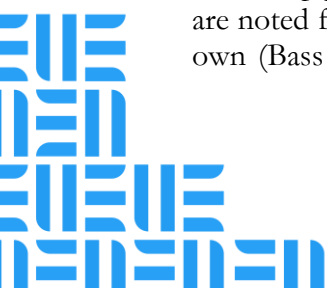
Starbucks and encourage his team to follow that vision was critical in changing the firm from a small coffee bean retailer to a global coffeehouse chain.

Edward Tirtanata and Kopi Kenangan: A Cultural Entrepreunership

Edward Tirtanata's involvement with Kopi Kenangan began with a close observation of the local market. He saw that big coffee companies in Indonesia were priced out of the reach of the typical customer, resulting in a disparity between expensive luxury coffee shops and inexpensive street vendors (Marzuki & Ariwibowo, 2024). Tirtanata and his co-founder, James Prananto, hoped to bridge the gap by providing high-quality coffee at reasonable costs, adapted to local tastes and preferences (CNBC, 2024).

Tirtanata's method can also be viewed through the lens of market segmentation theory, which includes breaking a large consumer or business market into sub-groups of customers based on some common features (Keller & Brexendorf, 2019). By focusing on a specific market segment—local consumers seeking economical yet high-quality coffee—Kopi Kenangan effectively established itself as a standout competitor in the competitive coffee market.

Tirtanata's aim went beyond simply serving coffee to developing a brand that resonated intimately with local culture. The term "Kopi Kenangan," which translates to "memory of my ex-girlfriend coffee," was a creative branding technique that immediately resonated with its target audience's emotional and cultural context (Rose *et al.*, 2020). This approach is consistent with the concept of emotional branding, which focuses on creating a brand that speaks directly to the consumer's emotions, goals, and sense of identity (Gobé, 2001).

Comparative Analysis

Schultz and Tirtanata both found and profited on distinct market possibilities by first identifying and addressing gaps in their respective sectors. Schultz's objective was to create a community-oriented experience influenced by Italian coffee culture, whereas Tirtanata concentrated on offering affordable, high-quality coffee customized to local preferences in Indonesia. These innovative approaches emphasize the significance of market research, cultural adaptation, and emotional branding in establishing successful enterprises (Lynch & De Chernatony, 2004).

Schultz's leadership style and vision are consistent with transformational leadership and experiential marketing ideas, emphasizing the creation of a distinctive and memorable consumer experience. In contrast, Tirtanata's strategy is a textbook example of disruptive innovation and market segmentation, demonstrating how knowing local market dynamics and customer behavior can lead to the creation of a successful company model (Dahan *et al.*, 2020).

Both entrepreneurs' experiences demonstrate the need of visionary leadership, effective branding, and cultural adaptation in achieving economic success. Their stories teach budding entrepreneurs the significance of recognizing market demands, harnessing cultural insights, and developing compelling brand experiences.

The Italian Inspiration: Overcoming Initial Resistance

Schultz's journey to Italy in the early 1980s marked a watershed moment in Starbucks history. The colorful coffee culture in Italy, marked by espresso shops and leisurely coffee sipping, contrasted sharply with the fast-paced, utilitarian coffee consumption in the US. Schultz saw an opportunity to bring this vibrant, convivial coffee culture to America (Volle, 2022). He envisioned Starbucks as more than just a coffee shop; it would be a 'third space' between home and work, a concept that would eventually become important to Starbucks' corporate identity (Schultz & Gordon, 2012).

The original owners of Starbucks were initially skeptical of Schultz's innovative ideas. They were cautious to move away from their successful coffee bean sale model and toward a more experience-focused approach. Undeterred, Schultz launched his own enterprise, Il Giornale, which served as a prototype for his vision. Il Giornale successfully combined Italian coffee traditions
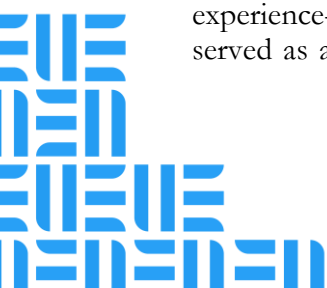
with American sensibilities, proving Schultz's vision and paving the road for his acquisition of Starbucks (Schultz, 2011).

Similarly, Tirtanata and his co-founder James Prananto encountered difficulties in expanding their business while preserving quality. Their early success was fueled by creative branding and a thorough awareness of local preferences. The term "Kopi Kenangan," which translates to "memory of my ex-girlfriend coffee," resonated strongly with customers and resulted in organic virality, gaining attention without the use of hired influencers (CNBC, 2024; Rose *et al.*, 2020).

The stories of Starbucks and Kopi Kenangan provide fascinating insights into the dynamics of cultural entrepreneurship, which combines economic principles with psychological impulses to create creative companies. Schultz's journey to Italy in the early 1980s represented a watershed moment in Starbucks' history. The colorful coffee culture he encountered, with its focus on social contact and leisurely drinking, contrasted sharply with the utilitarian coffee experience common in the United States. Inspired by this cultural immersion, Schultz envisioned Starbucks as more than just a coffee shop; it was to be a 'third place' between home and work, encouraging community and social engagement (Schultz & Gordon, 2012; Tatsak, 2006).

However, Schultz's revolutionary approach was first met with opposition from Starbucks' original owners, who were hesitant to deviate from their successful retail model. Undeterred, Schultz followed his vision independently with Il Giornale, effectively combining Italian coffee traditions with American sensibilities. This experiment proved Schultz's notion, eventually leading to his acquisition of Starbucks (Schultz, 2011).

Similarly, Trinata and Prananto faced difficulties in expanding their activities with Kopi Kenangan. Despite early success due to innovative branding and a thorough awareness of local preferences, they had operational challenges in maintaining quality and increasing their reach. Nonetheless, their determination and dedication to their goal allowed them to overcome these challenges and establish Kopi Kenangan as a key participant in the Indonesian coffee market (Maspul, 2023).

Economic and Psychological Perspectives

Schultz and Trinata's adventures can be examined using economic and psychological ideas. From an economic standpoint, their endeavors exhibit cultural economic concepts, which state that cultural experiences and narratives influence consumer preferences and market dynamics. Schultz's redesign of Starbucks as a social destination is consistent with the concept of consumption spaces, in which retail locations serve as hubs of economic activity beyond transactional exchanges (Sassen, 1991). Similarly, Kopi Kenangan's branding approach, which is based on emotional storylines and cultural resonance, is consistent with Akerlof's theory of identity economics, which holds that individuals' identities and social norms impact their purchase choices (Akerlof & Kranton, 2000).

Psychologically, both entrepreneurs showed innate motivation and resilience in pursuing their objectives. Drawing on self-determination theory, Schultz and Trinata were motivated by a sense of autonomy and competence in achieving their entrepreneurial goals (Deci & Ryan, 2000). Furthermore, their capacity to overcome obstacles and stay focused on long-term goals exemplifies the concept of grit in positive psychology, where perseverance and enthusiasm drive long-term success (Duckworth *et al.*, 2007).

The stories of Starbucks and Kopi Kenangan highlight the varied nature of cultural entrepreneurship, in which economic insights intersect with psychological impulses. These companies teach young entrepreneurs significant lessons about the interplay of cultural narratives, consumer behaviour, and entrepreneurial ambition.

The Acquisition and Expansion

When Starbucks' owners decided to sell in 1987, Schultz jumped at the chance to buy. This acquisition was a watershed moment that enabled Schultz to combine Il Giornale's customer-centric model with Starbucks' existing brand. This combination paved the way for an aggressive expansion strategy. Starbucks went public in 1992, and its growth trajectory skyrocketed, propelled by a combination of savvy shop placements, innovative product offers, and a strong brand concept focused on the customer experience (Schultz & Gordon, 2012).

Kopi Kenangan's expansion employed a similar aggressive strategy. Their first location cost under $15,000, which they raised through friends, family, and personal savings. Rapid expansion was achieved by experimenting with scalability and proximity methods, which revealed that several stores could survive without undercutting each other's sales. By 2024, Kopi Kenangan had over 800 locations in Southeast Asia and had raised over $230 million in cash from foreign investors.

From Branding to Customer Excellence

Starbucks' ability to build a distinct brand and customer experience was the foundation of its success. Schultz recognized the importance of differentiation in a market flooded with coffee options. Starbucks was deliberately branded as a premium coffee provider, with a focus on quality, atmosphere, and customer service. The stores were created to be welcoming and pleasant, encouraging people to stay and return. This strategy transformed Starbucks into a daily habit for millions of people, thoroughly embedding the brand in the fabric of city life (Michelli & Hill, 2007).

Meanwhile, Kopi Kenangan's branding was equally creative. Customers formed strong emotional connections with their menu items, which had distinctive and relatable titles like "Kopi Kenangan Mantan" (memory of my ex-girlfriend coffee). This smart branding, along with a hyperlocal strategy, distinguishes Kopi Kenangan from global giants such as Starbucks, which stress consistency across all of their locations (Maspul, 2023).

The success stories of Starbucks and Kopi Kenangan demonstrate the importance of branding and customer experience in molding consumer behavior and building brand loyalty. By diving into consumer behavior theories and associated frameworks, we can acquire a better grasp of the mechanisms that underpin their branding tactics, as well as their impact on consumer perception and preferences. The Theory of Planned Behavior (TPB) is a key consumer behavior theory that supports both Starbucks and Kopi Kenangan's success. TPB states that attitudes, subjective standards, and perceived behavioral control all influence an individual's behavior (Ajzen, 1991). In the context of coffee consumption, both businesses intentionally exploit these components to create consumer perceptions toward their products, cultivating a sense of belonging and social approval.

Starbucks, for example, carefully constructs its brand image as a premium coffee provider by communicating consistently about quality, ambiance, and customer service. Starbucks impacts consumers' sentiments regarding its products by connecting their branding efforts with their notions of class and refinement, making them more likely to pick Starbucks over competitors. Similarly, Kopi Kenangan's branding strategy appeals to consumers' emotional and social motivations by using related titles such as "Kopi Kenangan Mantan" (memory of my ex-girlfriend coffee). This naming method elicits strong emotional responses and builds a sense of community among customers, strengthening subjective norms and social connections within the Kopi Kenangan community.

In addition to consumer behavior theories, several frameworks provide insight into Starbucks and Kopi Kenangan's branding and customer experience efforts. The Service Quality Model, for example, holds that service quality is an important predictor of customer happiness and loyalty (Parasuraman *et al.*, 1985). Both businesses stress service excellence by establishing inviting
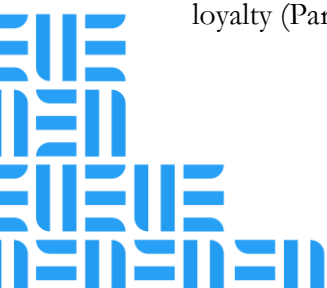
and comfortable shop settings that inspire customers to stay and return, improving the overall customer experience.

Furthermore, Kopi Kenangan's hyperlocal approach emphasizes the value of market segmentation and localization in branding strategy. By adapting its offers to local preferences and cultural sensibilities, Kopi Kenangan builds a greater emotional connection with clients and distinguishes itself from global competitors such as Starbucks, which stress consistency across their global branches. Starbucks and Kopi Kenangan's success is dependent on their ability to strategically use branding and customer experience to influence consumer behavior and generate brand loyalty. Consumer behavior theories and associated frameworks provide useful insights into the psychological mechanics underpinning their branding tactics, as well as their impact on consumer perceptions and preferences.

Global Expansion with Local Adaptation

Starbucks' international expansion is a perfect example of balancing global brand consistency with local customisation. While keeping its basic character, Starbucks has adjusted its offerings to local tastes and preferences. Starbucks, for example, introduced green tea-flavored beverages in Japan, and masala chai and local delicacies in India. This 'glocalization' strategy ensured that Starbucks resonated with multiple cultures while maintaining brand integrity (Moon & Quelch 2003; Ritzer, 2003).

Kopi Kenangan used a similar method. Recognizing that coffee preferences varied greatly by area, they adjusted their menu to local tastes. For example, they introduced green tea-flavored beverages and masala chai to the Southeast Asia. Kopi Kenangan's goods were carefully tailored to local markets, ensuring that they resonated with diverse cultures while maintaining brand integrity (Maspul, 2023).

Lessons and Takeaways

Starbucks and Kopi Kenangan's journeys provide valuable insights into sustainable practices such as environmental stewardship, economic viability, and social responsibility. Entrepreneurs may understand how to incorporate sustainability into all aspects of their operations by looking at these principles from a holistic perspective.

1. Vision and Passion

    Schultz's steadfast trust in Starbucks' mission pushed its change while also laying the framework for long-term business practices (Schultz, 2011). Beyond profitability, Schultz recognized the value of investing in employees and communities to promote economic sustainability. Starbucks' initiatives, such as extensive healthcare coverage, education programs, and profit-sharing plans for employees, show a commitment to economic sustainability (Starbucks, 2023). Furthermore, Schultz's passion for social impact inspired initiatives such as the Starbucks Foundation, which funds community development projects throughout the world while fostering economic empowerment and social cohesion (Starbucks, 2023).

    Similarly, Trinata and Prananto's commitment to their vision of Kopi Kenangan extends beyond financial achievement to include social effect. Kopi Kenangan promotes local economic sustainability by focusing on fair salaries, employee welfare, and community engagement (CNBC, 2024; Suryana & Syaukat, 2023). For instance, instead of laying off employees during the COVID-19 pandemic, Kopi Kenangan elected to open more stores, increasing job opportunities and encouraging economic growth in the communities where it operates (CNBC, 2024).

2. Adaptability

    Schultz's capacity to pivot and innovate, as exemplified by the founding of Il Giornale, emphasizes the significance of adaptation in attaining long-term economic growth (Schultz, 2011). In today's continuously changing corporate world, adaptability is essential for overcoming obstacles such as economic downturns, market upheavals, and technology

disruptions. Sustainable firms value adaptation and cultivate a culture of innovation, agility, and continual improvement.

Starbucks' economic adaptability is demonstrated by its response to market demands and consumer preferences. For example, Starbucks' introduction of mobile ordering and payment options demonstrates the company's dedication to improving consumer convenience and satisfaction while driving economic growth through improved sales and operational efficiency (Starbucks, 2023). Similarly, Kopi Kenangan's flexible expansion strategy, which includes rapid store openings and localized menu selections, exhibits adaptability to changing market dynamics and consumer preferences, contributing to long-term corporate development (CNBC, 2024).

3. Customer-Centricity

Starbucks' commitment on providing an amazing customer experience demonstrates the significance of customer-centricity in sustainable business practices (Michelli & Hill, 2007). Beyond economic concerns, customer-centric firms stress social sustainability by cultivating strong relationships with their consumers and communities. Starbucks' dedication to ethical sourcing and supply chain transparency enables customers to make educated decisions that are consistent with their values, so fostering social responsibility and consumer empowerment.

Kopi Kenangan's success is also based on customer-centricity, as demonstrated by its hyperlocal approach and emphasis on community engagement (Maspul, 2023). Kopi Kenangan fosters strong brand loyalty and social ties by listening to customer input, recognizing local preferences, and incorporating community values into its business model, all of which contribute to long-term economic and social development.

4. Cultural Sensitivity

Cultural sensitivity is a key component of both Starbucks and Kopi Kenangan's sustainable business operations (Moon & Quelch, 2003; Maspul, 2023). Businesses that respect local customs, traditions, and beliefs can improve social cohesion, inclusivity, and reduce cultural tensions. Starbucks' attitude to cultural sensitivity is reflected by their localization plan, which tailors store designs, menu items, and marketing campaigns to different cultural backgrounds and tastes (Starbucks, 2023).

Kopi Kenangan's hyperlocal strategy prioritizes cultural sensitivity by adapting its products, branding, and customer experiences to the specific features of each region it serves (Maspul, 2023). Kopi Kenangan instills a sense of belonging and pride in its clients by celebrating cultural diversity and local traditions, fostering social interactions and promoting long-term economic success.

The lessons from Starbucks and Kopi Kenangan highlight the interconnection of environmental, economic, and social sustainability in corporate operations. Businesses that incorporate sustainable practices into their basic principles, strategies, and behaviors can have a positive influence in numerous dimensions, supporting a more inclusive, equitable, and resilient global economy.

CONCLUSION

Howard Schultz's path with Starbucks and Edward Tirtanata's with Kopi Kenangan both teach valuable lessons about visionary leadership, cultural entrepreneurship, and sustainable business methods. Schultz's vision of Starbucks as a social space, as well as Tirtanata's innovative approach with Kopi Kenangan, demonstrate entrepreneurship's transformative capacity to break down barriers and generate societal influence. Schultz's vision in establishing Starbucks as a 'third space' between home and work, influenced by Italian coffee culture, created the groundwork for a global coffeehouse sensation. His emphasis on experiential marketing and transformational

leadership elevated Starbucks to the status of cultural institution, altering consumption locations and societal norms.

In contrast, Tirtanata's journey with Kopi Kenangan shows the intersection of economic innovation and cultural resonance. Kopi Kenangan disrupted the market by democratizing coffee in Indonesia and utilizing emotive branding, while also instilling consumers with a feeling of community and cultural pride. The comparison between Schultz and Tirtanata highlights strategic parallels and differences, stressing the necessity of sustainability across environmental, economic, and societal dimensions. Their travels provide invaluable insights into the complex interaction of economic theories and psychological reasons that underpin entrepreneurial pursuits, inspiring future generations to use entrepreneurship as a force for positive change.

REFERENCES

Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, *50*(2), 179-211.

Akerlof, G. A., & Kranton, R. E. (2000). Economics and identity. *The quarterly journal of economics*, *115*(3), 715-753.

Arefiev, S. (2024). Economic sustainability of the enterprise in an unstable environment of the green economy. *Моделювання та прогнозування економічних процесів*, *1*(1), 94-96.

Bandhu, D., Mohan, M. M., Nittala, N. A. P., Jadhav, P., Bhadauria, A., & Saxena, K. K. (2024). Theories of motivation: A comprehensive analysis of human behavior drivers. *Acta Psychologica*, *244*, 104177.

Bansal, P., & Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of management journal*, *43*(4), 717-736.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, *17*(1), 99-120.

Bass, B. M., & Avolio, B. J. (Eds.). (1994). *Improving organizational effectiveness through transformational leadership*. sage.

Baum, J. R., & Locke, E. A. (2004). The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth. *Journal of applied psychology*, *89*(4), 587.

Bitencourt, C., Zanandrea, G., Froehlich, C., Agostini, M. R., & Haag, R. (2024). Rethinking the company's role: Creating shared value from corporate social innovation. *Corporate Social Responsibility and Environmental Management*.

Bodkin, M. A. (2023). *Grounds for a" Third Place": The" Starbucks Experience," Sirens, and Space* (Doctoral dissertation, The University of Western Ontario (Canada)).

Boungou, M. (2024). How life-shock experiences drive immigrant entrepreneurs. *Journal of Global Entrepreneurship Research*, *14*(1), 1-14.

Carrier, J. G. (2008). Think locally, act globally: The political economy of ethical consumption. In *Hidden hands in the market: Ethnographies of fair trade, ethical consumption, and corporate social responsibility* (pp. 31-51). Emerald Group Publishing Limited.

Christensen, C. M. (2013). *The innovator's dilemma: when new technologies cause great firms to fail*. Harvard Business Review Press.

Clark, T. (2007). *Starbucked: A double tall tale of caffeine, commerce, and culture*. Hachette UK.

CNBC. (2024, May 20). *How I Built a Billion Dollar Coffee Company Called Kopi Kenangan* [Video]. CNBC. https://www.cnbc.com/video/2024/05/20/how-i-built-a-billion-dollar-coffee-company-called-kopi-kenangan.html

Dahan, N. M., Doh, J. P., Oetzel, J., & Yaziji, M. (2010). Corporate-NGO collaboration: Co-creating new business models for developing markets. *Long range planning*, *43*(2-3), 326-342.

Deci, E. L., & Ryan, R. M. (2000). The" what" and" why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological inquiry*, *11*(4), 227-268.

Dewi, L., & Putri, S. H. (2022). Service quality, customer value, and price to consumer satisfaction at Kopi Kenangan Coffee Shop. *International Journal of Social Science*, *1*(6), 987-992.

Duckworth, A. L., Peterson, C., Matthews, M. D., & Kelly, D. R. (2007). Grit: perseverance and passion for long-term goals. *Journal of personality and social psychology*, *92*(6), 1087.

Esan, O., Ajayi, F. A., & Olawale, O. (2024). Supply chain integrating sustainability and ethics: Strategies for modern supply chain management. *World Journal of Advanced Research and Reviews*, *22*(1), 1930-1953.

Fariss, N. (2021). Starbucks' Dream of a Global Taste. In *The Routledge Handbook of Digital Media and Globalization* (pp. 100-110). Routledge.

Ferreira, N. C., & Ferreira, J. J. (2024). The field of resource-based view research: mapping past, present and future trends. *Management Decision*.

Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge university press.

Gobe, M. (2010). *Emotional branding: The new paradigm for connecting brands to people*. Simon and Schuster.

Han, T. I., & Stoel, L. (2017). Explaining socially responsible consumer behavior: A meta-analytic review of theory of planned behavior. *Journal of International Consumer Marketing*, *29*(2), 91-103.

Hofstede, G. (1984). *Culture's consequences: International differences in work-related values* (Vol. 5). sage.

Keller, K. L., & Brexendorf, T. O. (2019). Strategic brand management process. *Handbuch Markenführung*, 155-175.

Lv, C., Xu, J., Chang, W., Zhi, X., Yang, P., & Wang, X. (2024). Exploring the impact of college graduates' place attachment on entrepreneurial intention upon returning to hometowns: A study based on the theory of planned behavior. *Plos one*, *19*(3), e0300312.

Lynch, J., & De Chernatony, L. (2004). The power of emotion: Brand communication in business-to-business markets. *Journal of Brand management*, *11*(5), 403-419.

Marzuki, Y., & Aribowo, H. (2024). Analisis Pengaruh Harga Lokasi dan Kualitas Layanan terhadap Kepuasan Konsumen pada Coffee Shop Kopi Kenangan di Sidoarjo. *Tamilis Synex: Multidimensional Collaboration*, *2*(01), 33-58.

Maspul, K. A. (2023). The Emergence of Local Coffee Brands: A Paradigm Shift in Jakarta Coffee Culture. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi*, *3*(1), 135-149.

Michelli, J. A., & Hill, D. (2007). *The starbucks experience*. AML/McGraw-Hill Audio.

Moon, Y., & Quelch, J. A. (2003). *Starbucks: delivering customer service*. Harvard Business School.

Moss, G. (2024). Specialty Coffee Shops and the Job of the Barista. In *Barista in the City* (pp. 12-27). Routledge.

Neto, J. R., Figueiredo, C., Gabriel, B. C., & Valente, R. (2024). Factors for innovation ecosystem frameworks: Comprehensive organizational aspects for evolution. *Technological Forecasting and Social Change*, *203*, 123383.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of marketing*, *49*(4), 41-50.

Pine, B. J., & Gilmore, J. H. (1998). *Welcome to the experience economy* (Vol. 76, No. 4, pp. 97-105). Cambridge, MA, USA: Harvard Business Review Press.

Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard business review*, *84*(12), 78-92.

Priem, R. L., & Butler, J. E. (2001). Is the resource-based "view" a useful perspective for strategic management research?. *Academy of management review*, *26*(1), 22-40.

Ritzer, G. (2003). Rethinking globalization: Glocalization/grobalization and something/nothing. *Sociological theory*, *21*(3), 193-209.

Rose, T., Nofiyanti, F., & Trisakti, S. T. P. (2020). The Brand image of interest in buying current coffee consumers in Jakarta. *Literature*, *2*(1), 40-51.

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, *55*(1), 68.

Sarma, S., Attaran, S., & Attaran, M. (2024). Sustainable entrepreneurship: Factors influencing opportunity recognition and exploitation. *The International Journal of Entrepreneurship and Innovation*, *25*(1), 56-69.

Sassen, S. (2013). The global city: New york, london, tokyo.

Schultz, H. (2012). *Pour your heart into it: How Starbucks built a company one cup at a time*. Hachette UK.

Schultz, H., & Gordon, J. (2012). *Onward: How Starbucks fought for its life without losing its soul*. Rodale books.

Schultz, H., & Gordon, J. (2012). *Onward: How Starbucks fought for its life without losing its soul*. Rodale books.

Starbucks. (2022). *Starbucks global environmental and social impact report 2021* [Website]. Retrieved from https://stories.starbucks.com/stories/2022/starbucks-global-environmental-and-social-impact-report-2021/

Starbucks. (2023). *2022 Starbucks Global Environmental and Social Impact Report*. Retrieved from https://stories.starbucks.com/stories/2023/2022-starbucks-global-environmental-and-social-impact-report/

Suryana, A., & Syaukat, Y. (2023). The value chain governance of robusta coffee in bogor regency. *Jurnal Manajemen & Agribisnis*, *20*(2), 175-175.

Tatsak, J. (2006). *The "great good place" for some people: A rhetorical criticism of Starbucks as an informal public gathering place*. Wayne State University.

United Nations. (2015). *Transforming our world: The 2030 Agenda for Sustainable Development*. Retrieved from https://sdgs.un.org/publications/transforming-our-world-2030-agenda-sustainable-development-17981

Volle, P. (2022). Rhetorical history and strategic marketing: the example of Starbucks. *Journal of Historical Research in Marketing*, *14*(1), 111-129.

Weidinger, C. (2014). *Sustainable entrepreneurship business success through sustainability*. Springer.

Wright, C., & Nyberg, D. (2017). An inconvenient truth: How organizations translate climate change into business as usual. *Academy of management journal*, *60*(5), 1633-1661.

Xu, M., Tao, C., & Zou, X. (2024). How do technology and institutional adaptability promote sustainable economic entrepreneurship and growth?. *Journal of Business Research*, *172*, 114458.