

Instituto Nacional de Ciências e Tecnologia de Timor-Leste



Relatório de Pesquisa Científica INCT 2022

*“Diversifikasaun Produtu Kafee Lokal hodi Hasae Valor
de Vendas iha Industria Hospitalidade iha Dili”*

Investigador Responsável:

Helio Brites da Silva

Dezemburu 2022

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**“Diversifikasaun Produktu Kafee Lokal hodi Hasae Valor de Vendas iha Industria
Hospitalidade iha Dili”**

Área de Conhecimento: Turismo

Ano de Conclusão: 2022

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Instituto Nacional de Ciências e Tecnologia, a _15_de Dezembru_de_2022.

Assinatura do Investigador Responsável :



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Rezumu

Objetivu husi peskiza ida nee atu hatene persepsaun kliente nian, identifika kona ba diversifikasaun kafee Timor hodi bele hasae valor devendas iha industria hospitalidade no mos halo prototype kafee Timor instant foun nebee diversifika ona. Populasaun husi peskiza ida nee mak kliente ho amostra 384 pesoas no mos informante mak produsen kafe no jestor restaurante sira hamutuk 12 informante. Peskiza nee adopta peskiza kualikuantitativa no nia metodu kolekta dadus mak observasaun, intervista, distribusaun kestinariu no mos dokumentasaun i uza analiza narativa no deskriptiva.

Rezultadu husi peskiza ida nee mak kafee nebee qualidade mak kafe arabika, informante sira maioria konkorda ho diversifikasaun kafee Timor-Leste nian, no mos qualidade kafee nebee diak haree husi nia harvesting, fermentasaun, raosting no sikra ou preara kafee. Alem de ida nee, kliente sira konkorda loos ho diversifikasaun kafee Timor 86%, no hemu kafe original Timor nian 65%. No mos konkorda ho hemu kafee herbal 57% no kliente nia persepsaun katak diversifikasaun nee, bele hasae rendimentu agrikultores nian 87%. Iha parte seluk, prototype kafee nudar rezultadu husi peskiza ida nee mak kafee orijinal drip herbal (Aikanela no Ailia), kafee two in one, kafee three in one no kafee kapsul. Prototype nee halao teste ona ba kliente nain 30 no kliente sira konkorda 80% ho aroma kafee produktu foun refere. Peskiza nee benefisiu ba konsumidores hodi bele konsumu no agrikultores kafee sira hodi bele konsumu no kuda nafatin kafee tanba kafee bele foo benefisiu barak mai iha nasaun.

Palavra xave: Diversifikasaun, Kafee Timor, Persepsaun Kliente, Industira Hospitalidade.

Abstract

The study aims to identify the clients' perceptions regarding Timor coffees' diversification to enhance the value marketing in the hospitality industry (1). Also, the objective of this study is to create a prototype of Timor's coffee instant based on the client's perception (2). The population of this study is the coffee lover clients, and the undefined sample of the clients was used as simple random sampling, which is 384 participants, and the key informants are 12 informants. This study applies a mix-method study of qualitative and quantitative study. The data collection method conducted observation, in-depth interviews, and surveys using questionnaires, and the data analysis used narrative and descriptive analysis.

The result of this study is that most of the informants mentioned that the good quality of coffee is arabica coffee. They mostly agreed with the coffee diversification to enhance the value of Timor-Leste coffee. Also, the good quality of coffee starts from harvesting, fermentation, roasting, and preparing the coffee. Furthermore, regarding the clients' perceptions, 86% of clients agree with the diversification of Timor-Leste's coffee to be competed in the marketing, 65% strongly agree with drinking original Timor-Leste coffee. Moreover, 57% is clients' perception regarding Timor-Leste coffee instant and herbal (ginger and cinnamon) and 87% strongly agree that this diversification could increase the coffees' farmer income. Moreover, the results of the prototype coffee of this study are Herbal drip original coffee mix with ginger and cinnamon, Timor-Leste coffee 2in1 and 3in1, and Timor-Leste coffee capsule (ginger and cinnamon). The new product of coffee has been tested to 30 clients regarding the aroma, and 80% clients love the aroma of new coffee product. The benefit of this study is for clients to consume Timor-Leste's coffee instant, and thus, the reduction of importing coffee instant to Timor-Leste. Also, it is beneficial for agriculture area, especially coffee farmers, to plant more coffee as it is essential for farmers, clients, and the nation's national income.

Keywords: Diversification, Timor-Leste's coffee, Clients' Perception, Hospitality Industry.

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Lista Abreviasaun

ACT	Asosiasaun Cafee Timor
ASEAN	Association of Southeast Asian Nations
CCT	Coperasaun Cafee Timor
FAO	The Food and Agriculture Organization
F&B	Food and Beverage
GDP	Gross Domestic Product
HLPE	Health and Physical Education
HRM	Human Resources Management
SDG	Sustainable Developmen Goals
SEPFOPE	Secretaria de Estado para a Política de Formação Profissional e Emprego
STATA	Statistical and Data

1. INTRODUSAUN

1.1 Kontextualizasaun

Kafee hanesan produktu superior Timor-Leste nian nebee kada tinan sempre halo exportasaun ba rai liur liu husi kompanhia lokal no internasional sira nebee investe iha area negosiu kafee. Tamba nee, kafee presija hetan atensaun makaas husi Governu. Atu nunee bele hadia kondisaun moris agrikultor Timor oan nian no mos bele foo rendimentu ba nasaun liu husi taxa exportasaun. Maibee, frakeza boot nebee agora daudaun nasaun infrenta mak produktu exportasaun kafee maioria exporta material primas deit. Tamba nee, presija ajuda husi governu atu tulun agrikultor Timoroan sira hodi hadia folin kafee iha merkadu nasional no halo rehabilitasaun ba kafee.

Iha parte seluk, kafee Timor iha valor importansai oin tolu mak hanesan valor istoriku, valor identidade no valor ekonomiku. Kona ba valor istoriku: iha tinan 1869 kafee hotu-hotu iha mundu mate, maibee bainhira ema baa vizita Fatubesse Matanova so uniku kafee ida mak moris hodi foo naran kafee inan. Haree ba valor identidade (hibrida de Timor) bainhira ema Timor lao ba rai liur senti orgulhu ho kafee Timor. Sentimentu makaas bainhira rona Kafe Timor nia naran morin tebes.

Kafee nudar valor ekonomiku mak hanesan exportasaun kafee ba rai liur no foo rendimentu ba nasaun. Exportasaun nee ba iha nasaun sira mak hanesan nasaun America 33%, Alemanha 22%, restu ba nasaun seluk mak hanesan Indonesia, Xina, Korea, Singapura, Hong Kong, Canada no Vietnam (Business Timor, 2021). Bazeia ba dadus nebee asesu husi CCT (2022) hatudu katak kada tinan Timor-Leste exporta kafee material primas por volta de 10-12 toneladas. Maibee, folin kafee iha merkadu nasional kiik liu tamba kafee kulit tasak kilo ida folin \$ 0. 30, kulit maran kilo ida folin \$ 1.00. Tamba nee, asuntu nee halo agrikultor kafee sira desmotivadu atu hadia no rehabilita kafee iha toos laran (Business Timor, 2022, p. 9). Ho nunee, Governu Timor-Leste liu husi Ministeriu Agrikultura no Pescas ho Ministro Turismo Comercio e Industria tenki servisu hamutuk hodi kria politika nebee mak diak hodi hadia produsaun produktu agrikola rai laran no mos folin kafee iha merkadu nasional.

Iha parte seluk, Ministro Agrikultura no Pescas (MAP) prepara ona no iha politika kona ba “the National Coffee Sector Development Plan (NCSDP) to promote the growth and sustainability of the sector (NCSDP, 2019-2030. p. 2)”. No mos, S.E. Ministru MAP mos hatutan tan ACT (Asosiasaun Café Timor) tenki servisu hamutuk ho setor sira seluk hodi hasae valor kafee nian nebee alinha ho SDPN 2011-2030. Ho nune, ACT tenki buka maneira oin-oin hodi kolabora hamutuk ho agrikultores sira no mos produsen sira hodi bele hasae valor de vendas.

Alternativu seluk, exportasaun kafee ba merkadu internasional presija tebes atu halo diversifikasaun ba produktu refere (Coelli & Fleming, 2004; Hong et al., 2020). Tamba tempu too ona atu halo diversifikasaun ba produktu kafee molok exporta ba rai liur. Tamba kada tinan Timor-Leste exporta material primas husi kafee ba rai liur, maibe kada tinan mos Timor-Leste importa mos kafee moca, tugu buaya, nescafe, luwak white coffee no seluk tan husi nasaun Indonesia mai Timor-Leste.

Haree husi atividade industria turismo no hospitalidade sempre uza produktu kafee wainhira halao sira nia negosiu. Iha industria hospitalidade kafee sai hanesan material prima nebee sempre uza iha restaurante, kafetaria, catering no kantina nebee faan variedade menu hahaan no kafee ba bainaka. No iha industria turizmu nebee uza kafee sai *souvenir* ba turista no kafee mos sai hanesan atrasaun turistika ba turista.

Tuir Ansoff (1997) ho Louca & Pennell (2020), diversifikasaun hanesan estratejia nebee kompanhia tenki tuir wainhira tuir ona target merkadu foun no produktu foun. Produtor kafee lokal nebee iha sidade Dili no distritu nebee produs ona kafee rahun no kafee musan nebee bele uza iha industria ospitalidade hodi produs ba tipos menu barak nebee uza makina kafee hanesan: Capucino, Espresso, Mocha, Long Black no seluk- seluk tan.



Figura 1.1. Menu Cafee iha Aroma Timor Restorante

Capucino, Espresso, Mocha, Long Black sai hanesan menu bebidas cafee nebe konhesidu iha mundu industria ospitalidade nebee sempre faan. Bebidas nee inklui mos iha Timor Leste. Produitu kafee local la tama iha menu bebidas iha industria ospitalidade iha Timor. Diversifikasaun produitu kafee local iha opurtunidade sai hanesan menu bebidas nebe bele faan iha Timor-Leste liu-liu iha distritu Dili. Basea ba figura 1.1 . iha restorante Aroma Timor la faan produitu kafee husi produtor lokal.

Tan nee, diversifikasaun produitu kafee husi produtor lokal hanesan meios ida atu promove kafee lokal ba turista sira, kria mos kampo trabalho ba jovens sira no ekonomikamente hodi bele hasae valor de vendas (Hailu, Mathenge, & Ndiao, 2020; Ferreira et al., 2012) no iha tempu hanesan hasae mos Gross Domestik Product (GDP) per kapita hodi bele kontribui ba kresimentu ekonomia nasional. Hodi nunee peskiza ida nee sei hatene kona ba persepsaun kliente sira kona ba divrsifikasaun kafee Timor nian no halo prototype kafe Timor instant foun nebee kualidade diak hodi bele kompete iha merkadu.

1.2 Enkuadramentu Teoritiku

Diversifikasaun nudar tekniku ida hodi hamenus risku ho maneira alokasaun investimentu ba area seluk nebee foo benefisiu iha ekonomiku, industria no seluk-seluk tan (Blasi, Kruse, & Markowitz, 2008). Matenek nain sira nee hatutan tan katak diversifikasaun nebee diak tenki iha kualidade, kuantidade no presu nebee diak. Diversifikasaun mos refere ba stratejia ida nebee uza iha area negosiu hodi hasae valor de vendas ba produktu ida (Louca & Pennell, 2020, p. 502). Matenek nain barak mak identifika ona katak diversifikasaun hanesan stratejia ida nebee importante iha are agroekolojikal nian hodi tulun ba dezvoltamentu area rurais (Scoones, 1998; Ellis, 2000; Amekawa, 2011; Gliessman, 2015; FAO, 2018; HLPE, 2019). Ho nunee, diversifikasaun nee presija duni iha nia implementasaun diak hodi nunee bele foo benefisiu ba iha konsumedores no produsen sira.

Iha peskiza seluk mos hateten katak iha evidensia forte kona ba diversifikasaun nee importante loos atu hasae no asegura hakaan iha futuro, nebee adapta ho climate change no proteje i konserva natureza sira (Amekawa, 2011; FAO, 2018; HLPE, 2019). Iha parte seluk, peskizador balu hetan rezultadu iha sira nia peskiza katak diversifikaun kona ba produktu kafe nian nee ajuda tebes sistema agro ekonomi tanba foo benefisu ba ekolojia, ekonomi agrikultores nian no mos benefisiu sosial nian (Perfecto & Vandermeer, 2015). Ho nunee, diversifikasaun nebee diak bele tulun agrikultores sira no mos ambiente.

Iha peskiza anterior barak mak explora ona aspetu kona ba livelihood diversification iha sistema smallholder coffee (e.g., Jha et al., 2011; Jaffee, 2014; Vellema et al., 2015; Gerlicz et al., 2018). Maibee, estudu kona ba persepsaun kliente *coffee lovers* nian no oinsaa halo experiement diversifika produktu kafee nee sai kafee three in one sei limita hela; liu-liu haree diversifikasaun kafee nebee haree husi nia kualidade, kuantidade no presu. Tanba nee mak iha peskiza ida nee adopta versaun balu sustainable livelihood framework (Scoones, 2009). Liu-liu iha estudu nee, sei haree kona ba stratejia diversifikaun kualidade, kuantidade no presu kafee instant nebee diak, tantu diak ba konsumidores no mos agrikultores. Hanesan metenek nain nia rezultadu peskiza katak “There should be different coffee qualities for internal consumption and export markets and the enterprises should also deal with more than one coffee brand” (Hailu et al., 2020, p. 35).

1.3 Problematizasaun

Kafee hanesan produktu superior Timor-Leste nian nebee kada tinan sempre halo exportasaun ba rai liur liu husi kompanhia lokal no internasional sira nebee investe iha area negosiu kafee iha Timor-Leste. Tamba nee, kafee presija hetan atensaun makaas husi Governu atu nunee bele hadia kondisaun moris agrikultor Timor oan nian no mos bele foo rendimentu ba nasaun liu husi taxa exportasaun. Maibee, frakeza boot nebee agora daudaun nasaun infrenta mak produktu exportasaun kafee maioria exporta material primas, tamba nee ita prezisa hamenus importasaun kafee instant husi nasaun seluk.

Iha parte seluk, produktu nasaun seluk nian mak hanesan Capucino, Espresso, Mocha, Long Black sai hanesan menu bebidas cafee nebe konhesidu iha mundu Industria ospitalidade nebee sempre faan. Bebidas nee inklui mos iha Timor Leste. Produktu kafee local la tama iha menu bebidas iha industria ospitalidade iha Timor. Diversifikasaun produktu kafee local iha oportunitade sai hanesan menu bebidas nebee bele faan iha Timor-Leste liu-liu iha distritu Dili.

1.4 Hipoteze

Peskiza ida nee hodi buka hatene kliente nia persepsaun ba iha kafee Timor nia diversifikasaun no mos oinsaaa bele halo prototype kafee Timor instant ho kualidade hodi nunee bele kompete iha marketing iha ospitalidade nian. Bazei ba rezultadu husi persepsaun kliente nian nee, halo produktu kafee Timor instant foun no sei teste “check list” kona ba aroma kafee produktu foun nee fali ba kliente sira

1.5 Objektivu sira

1.5.1 Objektivu Jeral

Objektivu jeral husi peskiza nee mak atu produz produktu kafee foun bazeia ba persepsaun kliente nian.

1.5.2 Objektivu espesifiku sira

1. Atu hatene persepsaun kliente nian ho identifika konaba difersifikasaun produktu kafee hodi hasae valor de vendas.

2. Atu kria modelu ka prototype diversifikasaun kafee Timor instant nian hodi bele kompete iha industria merkaduria ospitalidade nian.

1.6 Importansia peskiza nian

Peskiza ida nee haree liu-liu ba ba diversifikasaun produktu kafee Timor instant foun nian hodi nunee bele hasae valor de vendas iha industria hospialidade iha Dili. Ho razaun katak iha vendas barak mak uza kafee Timor maibee naran kafee nian nee la mensiona hanesan kafee late, kapucino, kafe seluk tan, tanba saa mak la temi kafee Timor. No mos bele ajuda diversifika produktu kafee nebee ho kualidade, kuantidade no presu nebee diak hodi konsumidores no agrikultores sira bele hatene tan katak kafee nee foo benefisu barak ba nasaun Timor-Leste. Hodi nunee, sira bele mantein no hadia diak liu tan iha plantasaun kafee Timor nebee organiku.

Alternativa importansia seluk, peskiza ida nee atu dezenvolve produktu kafee instant foun bazei ba persepsaun husi kliente coffee lovers sira kona ba produktu foun nee. Alemde halo produktu foun, peskiza nee bele kontribui ba area ekonomiku Timor-Leste nian nebee bele halo exportasaun kafee instant mos ba nasaun seluk hodi nunee bele hamenus desempregu iha rai laran.

1.7 Delimitasaun peskiza nian

Kualker Estudu kona ba kualidade kafee envolve etapa haat mak hanesan kuu kafee, prosesamentu kafee no fermentasaun kafee, sona kafee, no hemu kafee. Iha peskiza ida nee limite deit ba iha faze rua maka sona kafee no prepara kafee hodi hemu.

1.8 Organizaun estudu nian

Peskiza ida nee nia kompostu organizasaun mak hanesan tuir mai nee: Iha sesaun dahuluk foka liu-liu ba introdusaun nebee haree liu-liu ba problema husi peskiza nee no nia objetivu hodi bele atinji ka foo solusaun ba problema peskiza refere.

Iha sesaun daruak, koalia kona ba lokal geografiku nebee abranze iha munisipiu rua hanesan munisipiu Dili no Ermera.

Iha sesaun datolu deskuti kona ba metodolojia peskiza nian. Peskiza nee utiliza metodu mista kualitativu no mos kuantitativu hodi haree persepsaun kliente nian no mos experiemtnu prototype

kafee Timor nian mak hanesan kafee herbal drip (aikanela no ailia), kafee two in one no three in one ho kafee kapsul.

Iha sesaun dahaat nian, deskuti kona ba analize ba dadu sira no diskusaun ba rezultadu sira husi peskiza nee nebee bazei ba objetivu peskiza nian.

Iha sesaun ikusliu aprezena konkluzau no rekomendasaun sira husi peskiza ida nee.

2. Lokal Jeografiku

Peskiza ida nee halao prinsipal iha munisipiu Dili no munisipu Ermera (liu-liu iha Postu Administrativu Railaco). Iha Area Dili, peskiza nee foka liu-liu ba iha area industria ospitalidade iha Dili laran : Hotel (Hotel Novu Turismu no Hotel Timor) , Restorante no Cafee (Kafe Aroma, Kafe Pateo, Kafe Letefoho, Kafe Atsabe). No mos ba produtor kafee lokal iha municipiu Dili CCT (no iha CCT Railaco, Ermera), Timor Global, ACT (asosiasaun kafee Timor), Black Box no mos agrikultors sira iha Ermera. Halao mos survey ba kliente ou customer cofee lovers sira iha munisipiu Dili. Mapa Munisipiu Dili no Ermera mak hanesan tuir mai nee:



Figure 2.1 Map of Dili Municipality (Source, Wasianga F, 2022)



Figure 2.2 Map of Ermera Municipality (Source, Wikipedia, 2022)

3. Metodolojia

3.1 Metodu peskiza nian

Peskiza ida nee adopta peskiza kualikuantitativa nebee atu buka hatene kona-ba fenomena respondente sira nia persepsaun (Cortini, 2014; p.1902). Tuir mai sei esplika kona ba populasaun husi peskiza ida nee, amostra, no mos metodu kolekta no analiza daduus.

3.2 Definisaun ba populasaun no amostra

Tanba populasaun tama kategoria *undefined population* mak atu determina mostra nee mos uza metodu *random sampling* katak numeru populasaun nee iha possibilidade atu sai hanesan amostra ou *sample*. Tanba nee, peskiza nee uza formula *undefined population* hodi kalkula numeru amostra. Peskiza nee uza Cochran's formula (1977) hanesan sita iha Kotrlik, & Higgins (2001, p. 47) nia formula mak hanesan tuir mai nee:

$$n = \frac{z^2 \cdot p \cdot q}{e^2} = \frac{z^2 \cdot p \cdot (1-p)}{e^2}$$

nebee:

N = total amostra

z = numeru mak 1.96 ba confidence level 95%

p = total variedade ka standar deviasaun= 0.5

q = 1 - p = 1 - 0.5 = 0.5

(1.96*1.96) *(0.5) *(0.5)

n = -----

(0.5*0.5)

= 384

Iha alternativa seluk nebee peskiza ida nee uza hodi hili nia amostra mak uza metodu *purposive sampling* signifika katak save informante sira mak ema nebee iha konhesementu iha area refere (Etikan & Alkassim; 2016; p. 1). Peskiza ida nee nia informante mak jestor sira kafetaria nian ho total hamutuk ema nain 12.

3.3 Teknika no instrumentu halibur dadu sira

Prosesu rekolha dadu obta metodo mix (kualitativu ho kuantitativu) hanesan:

- a. Observasaun: Peskizador baa halo observasaun direktamente iha terenu (Angrosino & Rosenberg, 2011).
- b. Entrevista:
Semi estruturadu signifika katak la halo limitasaun ba inkeridu ou respodente hodi hataan perguntas sira tuir peskizador nia hakarak, no bele iha resposta seluk nebee la tuir perguntas nebee preparadu ona (Englander, 2012; p. 13; Lauterbach, 2018; p. 30).
- c. Levantementu dadu sira liuhosi distribuisaun ba kestionariu ba inkeridu sira no halo entrevista (Blom et al., 2020; p. 171).

3.4 Teknika analiza dadu sira

Iha teknika rua atu halo analize ba rezultadu investigasaun ida nee. Iha estudu kualitativu uza metodu analize narativa (Herman & Vervaeck, 2019). Iha estudu kuantitativu uza analize estatistika deskriptiva (Lawless & Heymann, 2010; p. 227) uza STATA 15 (Peacock, 2019).

4. Análise ba Dadu Sira no Diskusaun ba Rezultadu

4.1 Analiza dadu sira

Iha analiza dadu sira nee involve baluk rua. Ida, dadu sira kualitativu nian nebee transkreve persepsaun sira hosi jestor kafetaria nian. Rua, dadu sira kuantitativu nian maihosi inkeridu sira nia opiniaun atu reforsa dadu sira kualitativu nian.

Uluk nanain, halo tabela informasaun kona ba informante sira, no tuir mai halo transkrisaun ba dadu sira kualitativu nian hanesan tuirmai nee. Iha faze ida nee envolve kategoria lubuk ida:

4.1.1 Rezultadu dadu sira kualitativu nian

Informante sira mak hanesan tuir mai iha tabela nee:

Tabela 4.1 Savi informante sira

No	Informants	Position
1	Aroma Café	Supervisor
2	Letefoho Café	Supervisor
3	Pateo	Supervisor
4	Hotel Timor	Restaurant Supervisor
5	Hotel Novu do Turismo	Restaurant Supervisor
6	Osteria Restaurant	Manager
7	CCT (Dili and Railaco)	Manager
8	Timor Global	Director
9	K2C café	Manager
10	ACT	Director
11	Atsabe Café	Manager
12	Black Box	Manager

4.1.2 Kualidade kafee-uut

Maioria informante sira dehan katak kafee nebee diak mak *kafee arabika*, liu-liu kafee husi Munisipiu Ermera, Atsabe. Tanba nia kualidade husi kuu to sikra diak teb-tebes.

Ho razaun katak kafee Timor hanesan kafee organiku nebee la uza adubu kimiku. Maibe bazeia ba intervista ho president no vise president ACT iha servisu fatin hateten katak *atu kafe ida iha kualidade nebee diak hahu kedas husi prosesu ku'u to'o sikra.*

Kafee nebee peskijador sira uza ba diversifikasaun nee iha ona kualidade nebee diak tebes tamba kafee nebee uza ba diversifikasaun nee *kafee nebee eksporta ona ba nasaun hitu (7) liu husi cupping testing no amostra manda ba iha Amerika hodi bele konfirma kualidade kafee molok atu exporta.* (Sr. Mariano D.C. Alves; Kafe Atsabe).

Kafee nebee peskijador diversifika ona liu husi eksperimentu hatudu katak 80% bele compete ona ho kafe sira seluk nebee importa, resultadu nee hetan husi sample nebee manda ba iha industria otel no mos restorante sira no hetan feedback husi kliente sira.

a. Ku'u

Prosesu kuu hanesan fator ka etapa importante ida nebee bele determina kualidade kafee, wainhira kuu kafee tenki kafee nebee tasak ona ka tempu too ona atu kuu mais ou menus fulan 8-10 atu tasak diak nunee bele hetan kualidade nebee diak, bazeia ba intervista ho vice asosiasaun café Timor hateten katak *prosesu kuu kafee iha Timor Leste seidauk tuir padraun nebee iha tamba kafee hun nebee ita iha mesak aas deit nunee wainhira kuu kafee agrikultor sira dada tun no hasai hotu kafee nebee sedauk tasak diak; nunee afeita mos ba kualidade no mos presu nebee sosa husi emperezariu sira. Maibe senhor nee mos hatutan tan katak iha tinan 3 too 5 mai bele iha ona mudansa tamba agora dadaun halo ona rehabilitasaun ai horis kafee hodi nunee bele ajuda hafasil agrikultor sira wainhira atu kuu kafee no bele hetan kualidade nebee hakarak.*

b. Metodu prosesamentu no fermentasaun

Metodu prosesamentu no fermentasaun hanesan metodu depois de kuu kafee, *metodu nebee uza ba prosesamentu depende ba tipu kafee nebee merkadu hakarak hanesan (1) honey, nebee ho prosesu hanesan kuu, hoban, hasai kulit mean no habai direita. (2) full wash, nebee ho prosesu hanesan ho honey maibe depois de hasai kulit mean tenki fase halo mos hafoin halo fermentasaun no habai maran, (3) natural, ho prosesu kuu, habai ho kedas kulit mean la liu husi hoban no habai direita ho kulit mean.* (Sr. Mariano D.C. Alves; Kafe Atsabe)

c. Metodu sona (roasting)

Hanesan metodu atu bele hetan kafe nebe pronto atu halo ut, *metodu roasting atu hetan kafe nebee iha koalidade hahu husi 180 – 200^oc ho minutu nebee la hanesan depende ba nivel nebee hakarak. Nivel roasting iha tolu mak hanesan , light (minutu 12), medium (minutu 14-15) no dark (minutu 16-17)* (maioria informante sira dehan nune). Iha mos metodu seluk nebee uza atu halo roasting ba kafe hanesan uza komputador hodi kontrola qualidade husi kafe.

d. Metodu prepara kafe

Metodu ida nee hanesan metodu ikus ba preparasaun kafee atu konsumu, bazeia ba intervista *prosesu prapara kafee mos hanesan fator ida atu determina qualidade kafee tamba se wainhira prosesu hotu lao diak maibee metodu atu prepara la tuir padraun sei afeitada mos bai ha qualidade kafe nee rasik.* (Vice ACT, Sr. Afonso de Oliveira).

Kafee nebe iha qualidade determina mos husi barista nebe prepara kafee. Bee nebe uza hodi prepra kafee babain ho nia temperatura bee, ratio entre kafee no bee no mos makina ka ekipamentus nebe uza. Temperatura bee nebe diak ba halo kafee 90-99 derajat celcius. Rasio entre kafee ho bee manas bazei ba tipu kafee no tipu roasting kafee. Barista iha konhesimentu no abilidade atu determina Ratio kafee ho bee. Baibain barista iha formula hodi determina ratio bee no kafee. Exemplu rasio 1: 6., 1: 10, 1: 12, 1: 16, 1: 20. Iha parte seluk, makina kafee nebe babain uza tenki halo mos nafatin hodi bele produz kafee nebe qualidade.(Sr. Nuno ; Black box Kafe no Sr Mariano Alves ; kafe Atsabe)

4.1.3 Kuantidade

Timor-Leste iha deit hetares 60.000 ba iha toos kafee, nebee kada hetares bele hetan deit 200kg nune belee produs deit mais ou menu 12 toneladas kada tinan, tuir vice ACT *ida nee sei menus los tamba demanda nebee aas husi kompanha rai liur, maibe iha realidade produitu rai laran la suficiente*, nune bazei ba politika governu liu husi Ministeriu Agrikultura direasaun kafee, florestas no industria iha ona programa atu aumenta toos kafe nian iha municipiu sira hanesan Ermera, Ainaru, Same, Aileu, no Manatutu, husi Agrikultura mos agora dadauk halo ona serbisu hamutuk ho ACT atu halo rehabilitasaun ba kafee sira nune bele fo fuan hodi aumenta kuantidade

kafee. Alemde nee iha mos ona planu atu koko kuda kafee ba iha Munisipiu sira nebee ho kondisaun klima manas, nunee espera iha tinan 3 too 5 mai ita sei iha produtu kafe nebee ho kuantidade nebee barak nunee bele responde ba merkadoria rai laran no mos rai liur. Rehabilitasaun kafe implemnetada ona husi ACT no CCT iha Municipiu Ermera iha inisiu de Nobembro 2022 (Vice presidente ACT).

Husi kuantidade kafe nebee sei aumenta iha tinan hirak mai nunee aleinde exporta kafe musan Timor-Leste mos bele halo rasik ona industria kafe ho produtu oi-oin nunee bele kompete mos ho produtu kafee nebee importa husi rai liur nunee bele ajuda hamenus eksportasaun no dezempregu iha rai laran.

Bazeia ba entrevista ho agrikultor sira katak wainhira sira hetan benefisiu nebee diak, sei motiva sira atu bele nafatin kuda no tau matan ba kafe sira nunee bele fo fuan nebee barak.

4.1.4 Presu

Bazeia ba entrevista ho Sr. Mariano D.C. Alves nain ba kafe Atsabe hateten katak presu ba kafee depende ba merkadu Global, Merkadu kafee global iha oin rua mak hanesan kafee komersial no mos kafee especialidade. Kafee especialidade nebee exporta, presu depende ba kualidade kafee nebee kompanhia hakarak, wainhira kafee nebee kualidade diak liu sei foo ho presu nebee aas no kafee ho kualidade menus sei sosa ho presi nebee kiik.

Ho diversifikasaun kafee nebee halo husi peskijador sei fo benefisiu nebee diak ba agrikultor sira tamba la depende ona ba iha presu Global. Target merkadoria ba rezultadu diversifikasaun nebee iha; iha oin rua mak ba comunidade em geral no mos industria otelaria.

4.2 Rezultadu kona ba persepsaun kliente nain 384 nian ba diversifikasaun kliente nian mak hanesan tuir mai nee:

4.2.1 Kliente nia preferensia kona ba hemu kafee orijinal husi kafe Timor nian.

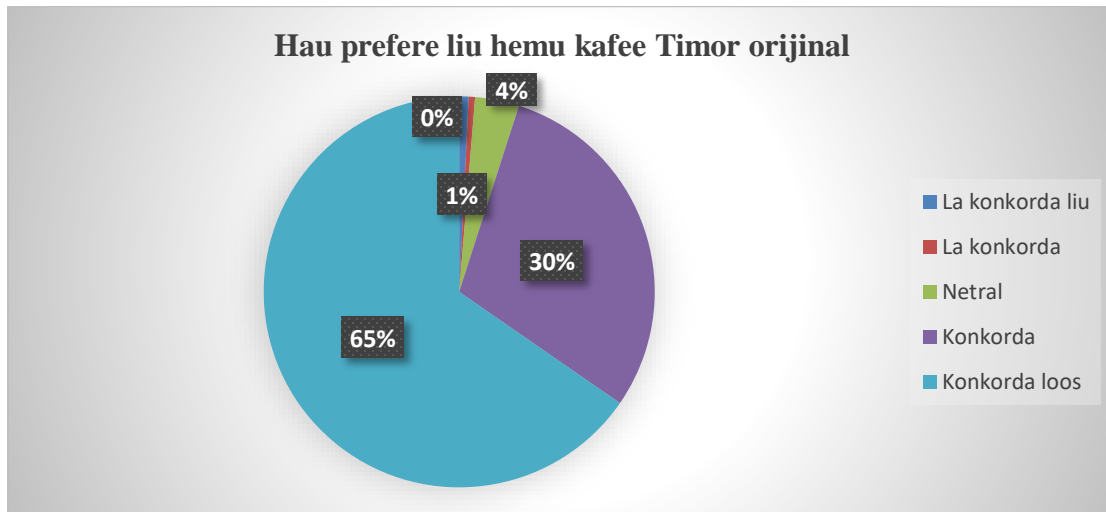


Figura 4.1. Kliente nia preferensia kona ba hemu kafee Timor orijinal

Iha figura ida nee hateten katak maioria kliente barak liu mak konkorda loos ho hemu kafe timor orijinal ho 65%. Nee signifika katak kafe orijinal Timor nian hanesan kafee nebee hetan fiar husi kliente sira.

4.2.2 Kliente nia preferensia kona ba hemu kafee kahur ho susuben.

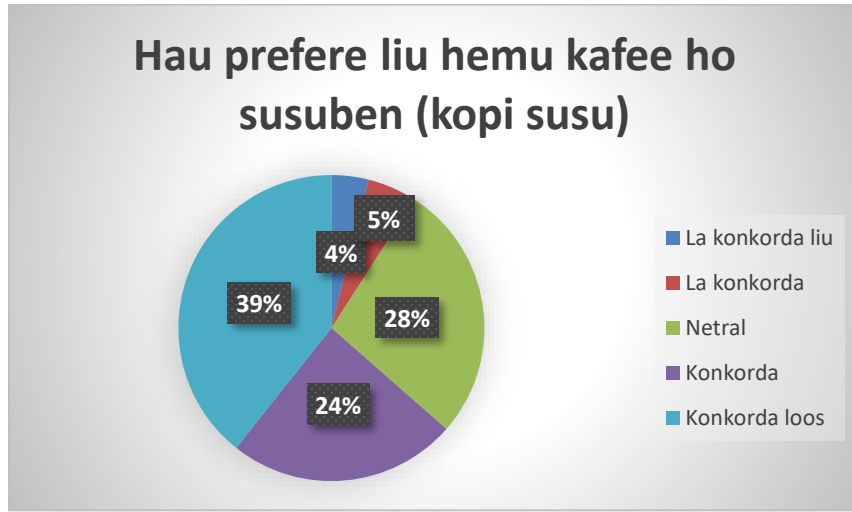


Figura 4.2. Kliente nia preferensia kona ba hemu kafee kahur ho susubeen

Iha figura ida nee hateten katak maioria 39% kliente sira konkorda loos ho hemu kafee i kahur ho susubeen. Hodi nunee, ida nee bele rekomenda ba diversifikasaun kafee produktu foun.

4.2.3 Kliente nia preferensia kona ba hemu kafee orijinal duke kafee herbal.

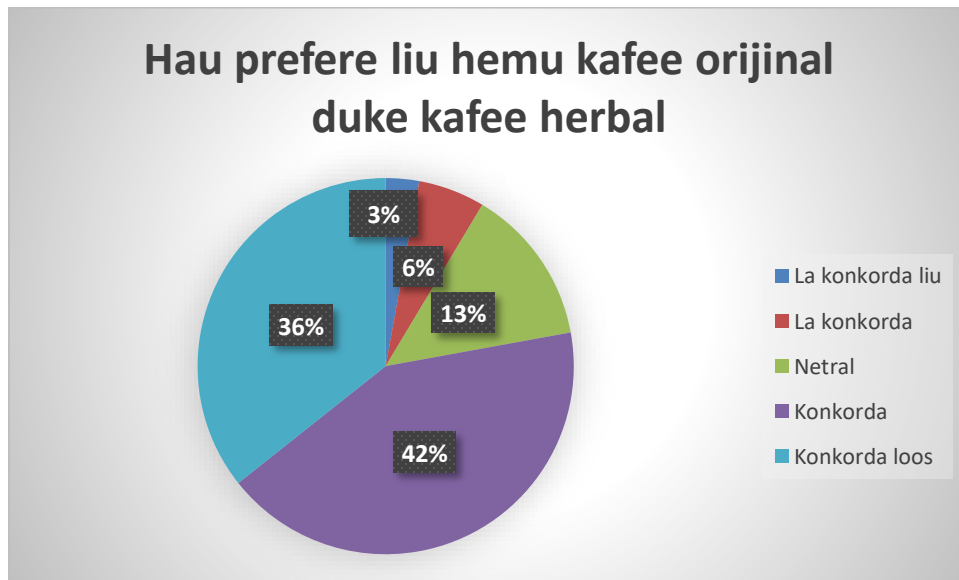


Figura 4.3. Kliente nia preferensia kona ba hemu kafee orijinal duke kafee herbal

Iha figura iha leten indika katak respondente sira konkorda loos 36% hakarak hemu kafee orijinal duke kafee herbal. Ida nee signifika katak kafee orijinal Timor nian nee diak liu.

4.2.4 Kliente nia preferensia kona ba prefere liu hemu kafee herbal.

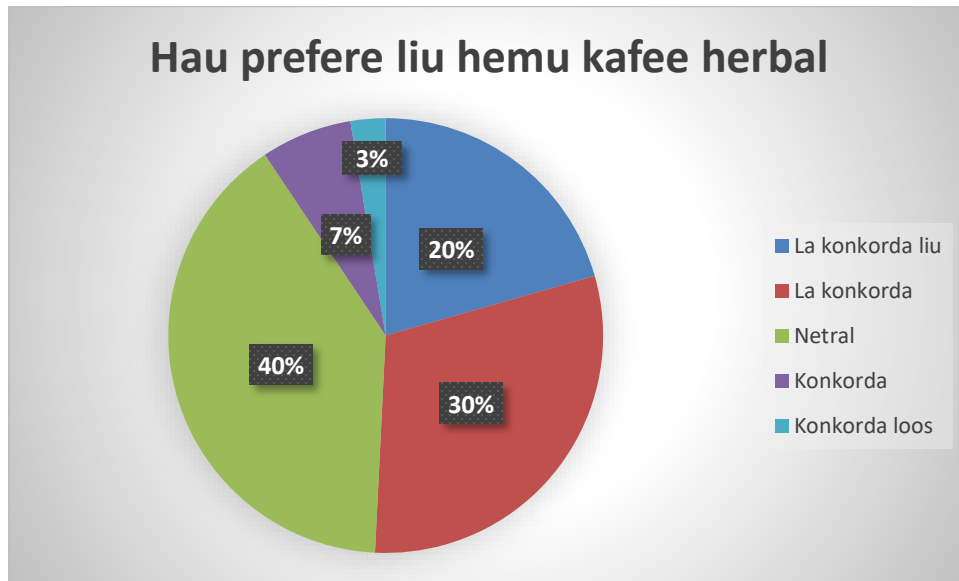


Figura 4.4. Kliente nia preferensia kona ba hemu kafee herbal

Iha figura nee mensiona katak kliente sira maioria prefere neutral kona ba hemu kafee herbal ho porsenu 40%. Nee signifika katak ita bele produz kafee herbal no depois bele foo ba kliente sira konsumu ba no bele hetan fila fali sira nia feedback.

4.2.5 Kliente nia preferensia kona ba hemu kafee deit la kahur ho masin midar.

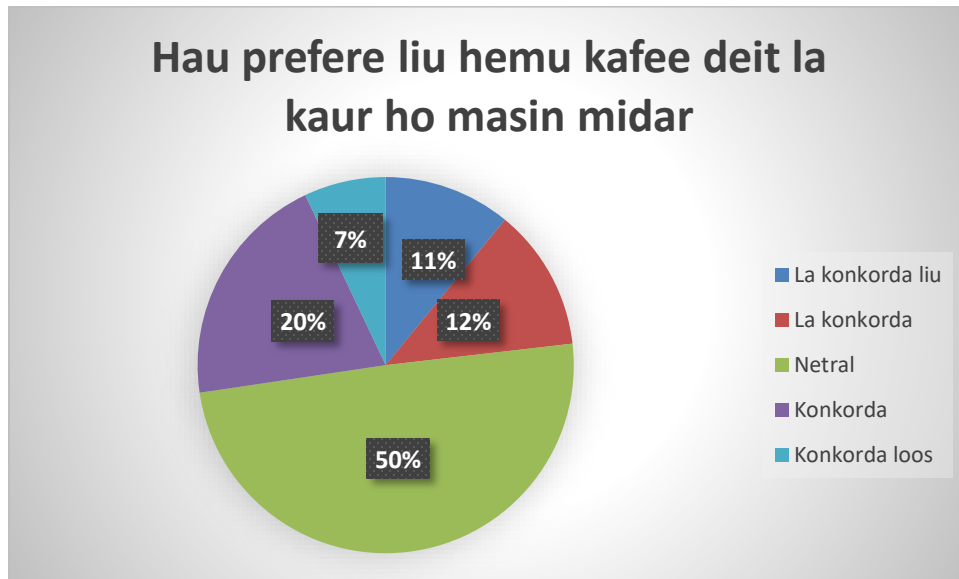


Figura 4.5 Kliente nia preferensia kona ba hemu kafee deit la kahur ho masin midar

Iha figura ida nee indika katak kliente sira maoria votu neutral 50% kona ba prefere liu hemu kafee deit la kahur ho masin midar. Ida nee signifika katak iha possibilidade diversifika kafee nebee kahur ho masin midar mos.

4.2.6 Kliente nia preferensia kona ba hemu kafee instant 3in1.

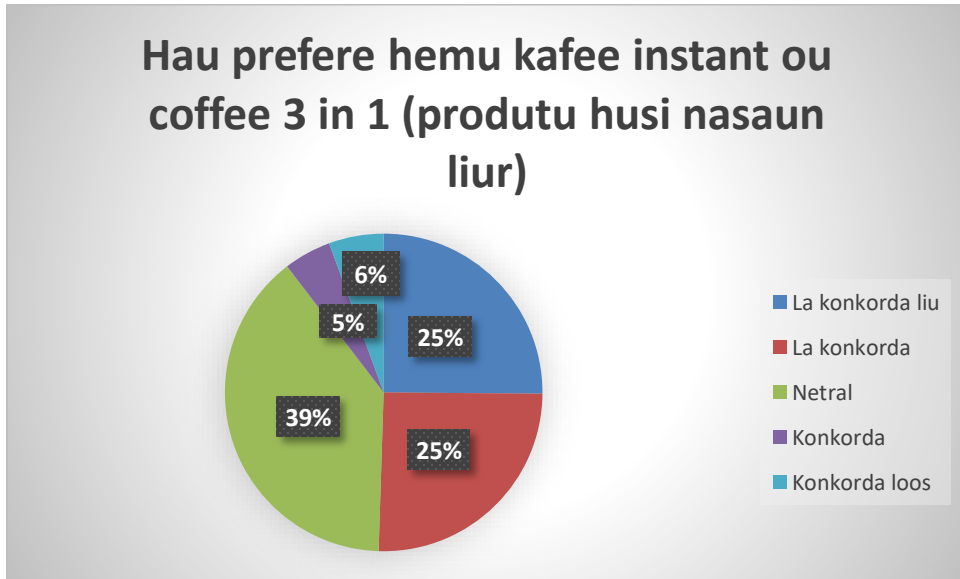


Figura 4.6 Kliente nia preferensia kona ba hemu kafee instant

Iha figura ida nee mensiona katak maioria kliente sira prefere neutral kona ba sira nia preferensia hemu kafee instant husi rai liur. Ida nee signifika katak ita iha possibilidade diversifika kafee instant Timor ninian.

4.2.7 Kliente nia preferensia kona ba hemu kafee Timor-Leste nebee diversifika ona

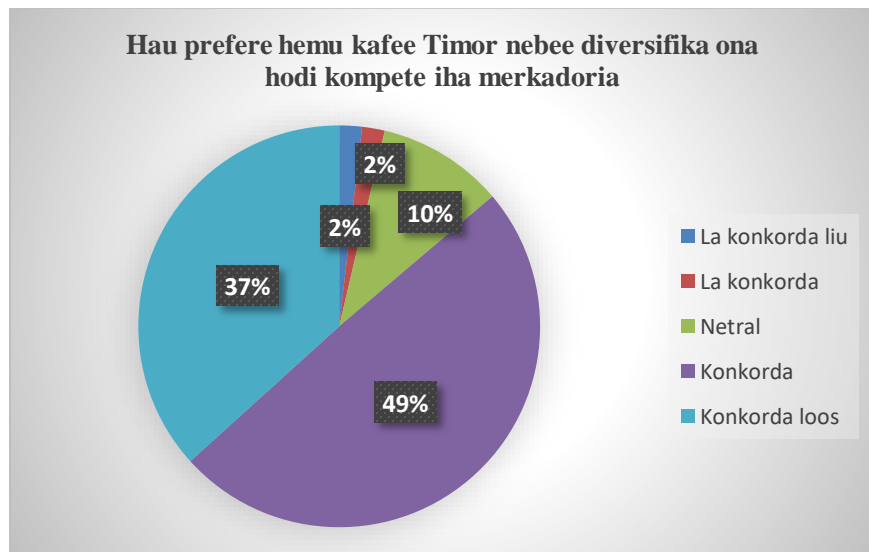


Figura 4.7. Kliente nia preferensia kona ba kafe Timor nebee diversifika

Iha figura 4.2 esplika katak kliente maioria konkorda loos ho hemu kafee Timor nebee diversifika ona hodi nune bele kompete iha alvu marketing nian. Bele haree husi porsentu konkorda 49% no korkoda loos 37%. Nee signifika katak ita bele minimiza ona importasaun diversifikasaun kafe sira husi rai liur (ezemplu kafee 3 in one sira).

4.2.8 Kliente nia preferensia kona ba hemu kafee Timor-Leste nebee diversifika ona hanesan kafee instant hanesan “nescafe, white coffee” hodi bele kompete iha merkadu.

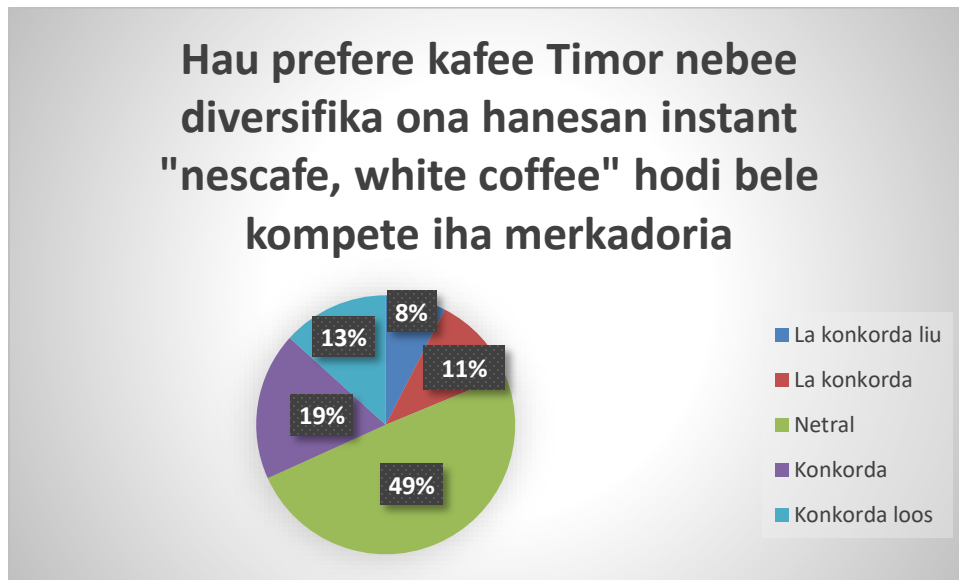


Figura 4.8 Kliente nia preferensia kona ba hemu kafee Timor-Leste nebee diversifika ona hanesan kafee instant hanesan “nescafe, white coffee” hodi bele kompete iha merkadu.

Iha figura nee indika katak kliente sira ho prosent 49% prefere neutral kona ba hemu kafee Timor nebee diversifika ona hanesan kafee instant. Nee signifika katak iha possibilidade halo diversifikasi kafee no bele kompete iha marketing nian.

4.2.9 Kliente nia preferensia kona ba hemu kafee Timor herbal nebee kahur ho ailia no aikanela

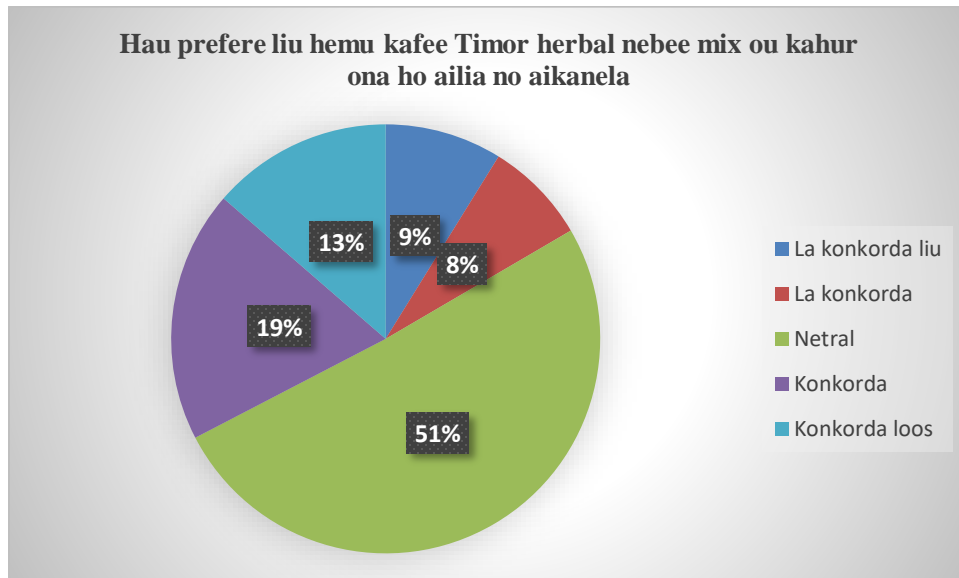


Figura 4.9. Kliente nia preferensia kona ba hemu kafee Timor herbal nebee kahur ho ailia no aikanela

Iha figura 4.3 refere liu-liu ba kliente sira nia preferensia kona ba hemu kafee Timor herbal nebee kahur ho ailia no aikanela. Ho nune, kliente barak mak konkorda ho porsentu 19% , no konkorda loos ho persentu 13% hodi bele diversifika kafee Timor hodi sai hanesan kafee instant nebee kahur ho ailea ho aikanela hodi nune bele kompete iha marketing rai laran nian.

4.2.10 Kliente nia hanoin kona ba diversifikasaun nee importante hodi hasae rendimentu agrikultor nian.

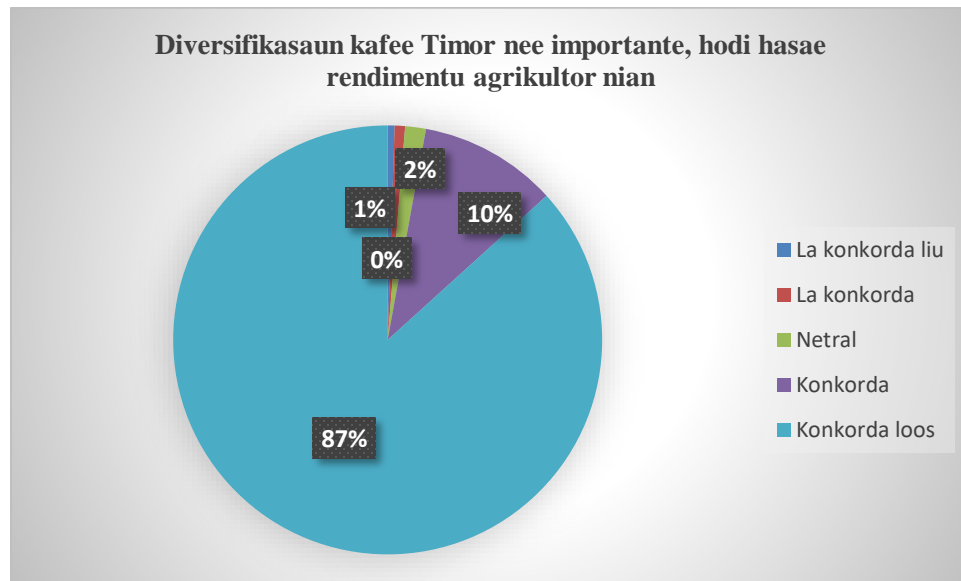


Figura 4.10. Kliente nia preferensia kona ba diversifikasaun bele hasae rendimentu agrikultor

Iha figura 4.4 hateten katak maioria kliente sira konkorda loos ho porsentu 87% katak diversifikaun kafee Timor nee bele hasae rendimentu agrikultor nian. Ho nunee, bele rekomenda ba agrikultor sira hodi mantein nafatin kuda kafee tanba nia benefisiu sei diak liu tan agora no ba futuru.

4.3. Diskusaun ba rezultadu sira

Rezultadu husi peskiza ida nee katak kliente barak mak konkorda ho kafee orijinal Timor nian no mos konkorda ho tenki halo diversifikasaun kafee Timor hodi bele kompete iha marketing. Rezultadu husi peskiza nee konsistente ho rezultadu peskiza anterior (Amekawa, 2011; Ferreira et al., 2012; Hailu et al., 2020; HLPE, 2019). Nee signifika katak diversifikasaun kafee iha potencia boot ba hasae rendimentu komunidadade agrikultores no komunidadade lokal. Ho nunee, bele hasae mos rendimentu nasaun nian. No mos iha ona prototype ou produz kafee orijinal Timor iha kafee drip herbal aikanela ho ailea, kafee two in one no three in one no mos kafee kapsul nebee kualidade hodi bele kompete ho kafee instant husi nasaun liur.

Peskiza ida nee iha limitasaun mak hanesan tuir mai nee:

Primeiru, peskiza ida nee nia rezultadu mak kafee two in one no three in one nebee kahur. Ba rekomendasaun peskiza iha futuru bele hetan kafee three in one nebee diak, nudar follow up husi peskiza ida nee.

Segundu, rezultadu prototype husi peskiza ida nee mak kafee herbal drip ailei no aikanela. Ba futuru peskiza, bele uza fali vanila no seluk tan. No mos seidauk koko ou teste iha laboratorium, liu-liu haree ba nia “food healthy and food expired date”.

Ikus liu, maske peskiza nee iha limitasaun oin-oin. Maibee, peskiza ida nee iha mos nia forsa mak hanesan bele kria produtu lokal rasik “Kafee Timor Instant” ho kualidade diak no bele kompete iha marketing nian. No mos bele foo benefisiu ba nasaun nee rasik no mos hasae rendimentu agrikultores kafee nian.

Trial nee hanesan metodu nebee uza ba kualker peskija hodi bele hatene ka hetan rezultadu ruma. Produtu foun nebee halo husi peskijador konsege halo ona produtu kafe ho oin tolu (3) mak hanesan ; coffee drip, coffee capsule no mos coffee 3in1 no mos 2in1, ho uza kafe nebee ho kualidade diak.

4.3.1 Coffee drip

Coffee drip halo uza kafee nebee ho kualidade aas ka hanaran kafee especialidade nebee hetan husi toos nain sira, kafee nebee uza exporta ona ba nasaun hitu husi kompanha kafee Atsabe. Prosesu halo kafee drip uza kafe nebee sona ona, hafoin halo uut uza makina dulas (grinder), kafe

nebee uut ona kahur ho ai kanela no mos ai lia no tau ba iha *drip bag* ho todan 15gr ho kopozisaun hanesan tuir mai nee :

Coffee Drip Ginger (ailia) 15gr

Kafe (coffee) 13 gr

Ai lia (ginger) 2 gr

Coffee Drip Cinnamon (Ai kanela) 15gr

Kafe (coffee)13 gr

Ai kanela (cinnamon) 2 gr

4.3.2 Coffee capsule

Coffee capsule hanesan mos ho coffee drip nebee uza kafee nebee ho kualidade aas nebee sona ona hafoin kahur ho ailia no aikanela no tau ba iha nia fatin ho todan 7gr ho kompozisaun hanesan tuir mai nee:

Coffee capsule ginger (ailia) 7gr

Kafe (coffee) 6 gr

Ai lia (ginger) 1 gr

Coffee capsule cinemon (Ai kanela) 7gr

Kafe (coffee) 6 gr

Ai kanela (cinnamon) 1 gr

(note: Kafee kapsul produs iha Bali, tanba iha Timor-Leste seidauk iha Makina hodi produs ba).

4.3.3 Coffee 2in1 & 3in1

Kafee 2 in 1 ho 3 in 1 hanesan kafee nebee halo ho kafee komersial, kafee komersial hanesan kafee nebee nia kualidade kiik kompara ho kafe espesialidade, prosesu nebee halo hanesan mos ho coffee drip no coffee capsule maibe aumenta ho crème no masin midar ho todan 15gr nebee nia kompozisaun hanesan tuir mai nee :

Coffee 2in1 (15gr)

Kafe (coffee) 8.3 gr

Masin midar (sugar) 6.7gr

Coffee 3 in 1 (15gr)

Kafe (coffee) 6 gr

Masin midar (sugar) 5gr

Crème (milk powder) 4gr

Rezultadu husi produtu foun ho naran “coffee lovers” nebee produz husi peskijador sira iha tergetu ba merkadu rua mak hanesan kafee nebee uza espesialidade oferese ba iha merkadu industria ospitalidade no kafee nbee uza komersial oferese ba iha nivel comunidade em geral ho presu nebee favoravel. Husi Rezultadu nebee iha hetan reasaun positivu husi coffee lovers sira no mos iha kompanhia nebee hakarak atu investe ba iha rezultadu sira nebee iha.

Husi kafe *2in1* no *3in1*, peskijador iha hanoin atu halo ba kafe instant maibe tamba ho limitasaun oi-oin nebee hasoru hanesan makina nebee karun nunee peskijador la bele to iha etapa neba. Husi rezultadu kompozisaun nebee iha espera bele uza sai hanesan kafee instant iha futuru tamba bazeia ba rezultadu persepsaun kliente hatudu katak coffee lover gosta liu kafee instant ho 80% ho razaun fasil atu halo no la persija tempu naruk hodi hein kafee uut atu tun.

Importansia seluk, chek list hodi koko drip kafee (ailia ho aikanela), coffee capsul no kafee *2in1* e *3in1* ba coffee lovers nain 30, no halao ona no nia rezultadu demografiku partisipante nian mak 53% mane ho feto 47%, idade 36-45 anus ho 50% no 26-35, ho 33%. No mos, maioria check list husi Perguntas 1 too perguntas 26 nee kona ba aroma kafee produtu foun nee, kliente sira 80% liu konkorda ho nia aroma kafee produtu foun ida nee.

5 Konkluzaan no Rekomendasaun

5.1 Konkluzaan

Peskiza ida nee ho nia objetivu atu hatene persepsaun kliente nian ho identifika konaba diversifikasaun produktu kafee hodi hasae valor de vendas no atu kria modelu ka prototype diversifikasaun kafee Timor foun nian hodi bele kompete iha industria merkaduria ospitalidade nian. Ho nunee, bele konklui katak kafee nebee kualidade diak mak kafee Arabika, Metodu roasting nebee diak mak metodu medium (180-200 derajat celsius, sona husi minutu 15-16). No mos metudu prepara kafee nebee diak depende ba barista no bee. Bee manas ho 99-100 derajat celcius mak diak hodi kahur ba kafee nee. Iha parte seluk, maioria kliente sira konkorda ho diversifikasaun kafee Timor hodi bele hasae valor devendas iha marketing nian, no hemu kafee orijinal Timor nian, hemu kafee herbal no mos kliente sira konkorda katak diversifikasaun nee importante hodi hasae rendimentu agrikultor nian.

No mos nia prototype ka modelu kafee Timor foun ho naran “Coffee Lovers” nebee kualidade, kuantidadde no presu diak bazeia ba informasaun husi informante sira (produsen kafee no mos nain ba restaurante ou kafe iha Dili) husi prosesu roasting kafee nian too iha sikra. Iha peskiza ida nee mos bele produz prototype kafee Timor herbal drip (Ailea no Aikanela), kafee two in one (2in1) no three in one (3in1) no mos kafee kapsul nebee kualidade diak no kliente barak bele konsumu. Alternativu seluk, chek list hodi koko drip kafee, coffee capsul no kafee *2in1* e *3in1* ba coffee lovers nain 30 nia rezultadu demografiku partisipante nian mak 53% mane ho feto 47%, idade 36-45 anus ho 50% i 26-35 ho 33%. Maioria check list husi Perguntas 1 too perguntas 26 nee, kliente sira 80% liu konkorda ho nia aroma kafee produktu foun ida nee.

5.2 Rekomendasaun

5.2.1 Rekomendasaun ba governu

Ministeriu Comercio e Industri no Ministeriu Agrikultura no Peskas Timor-Leste nian, governu tenki halo politika ka policy ida kona ba redus importasaun kafee instant sira husi nasaun liur, Ho razaun katak ita iha ona produktu rai laran nebee kualidade diak mos.

Parte seluk, governu no empreza mos tenki investe ba makina kafee instant nian. Hodi nune, iha Timor bele produz rasik kafee instant. Para bele kompete ho kafee instant husi rai liur.

5.2.2. Rekomendasaun ba setor privadu no agrikultores

Atu servisu no suporta malu nafatin ho agrikultores sira iha parte diversifikasaun kafee nian nee. Hodi nune, agrkultores sra belee kuda kafee tan no halo rehabilitasaun ba kafee hodi nune kafee bele fuan barak liu tan no bele foo benefisiu ba setor privadu no agrikultores sira. Ho razaun katak kafee Timor iha ona konhesidu diak iha mundu internasaional tanba kafee nebee organiku no kliente mundu internasaional barak prefere liu ida nee.

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Anexus

A. Mata dalam intervista

Perguntas intervista (*semi structure inteviews*) ba informante sira:

1. Produitu kafee oin hira mak ita boot produz iha restaurante ka fatin nee?
2. Ita boot sosa kafee musan husi nebee?
3. Kafee musan nebee ita boot sosa nee, kafee nebe maran tiha ona nebe pronto atu halo roasting ka oinsaa?
4. Ami bele hatene ka nia prosesu roasting kafee iha nee?
5. Ami bele hatene nia nivel kafee sona nebee tasak bainhira roasting kafee nee oinsaa?
6. Ita boot uza makina saida hodi halo uut kafee nee?
7. Hanesan produitu primeiru mak produce kafee uut, ita boot mos halo tiha ona ka diversifikasaun kafee nee, entaun halo oinsaa?
8. Sekuandu ita boot halo tiha ona diversifikasaun kafee, ami bele hatene nia variadade *rasa oinsaa*?
9. Ami bele hatene nia ingrediente uza ba diversifikasaun kafee nee saida saida deit?
10. Ingredient nebe uza ba difersifikasaun uza produitu lokal ka uza mos produitu importasaun ?
11. Oinsa ho nia maneira “takaran” ou komposisaun nian?
12. Horibainhira mak imi hahu halo diversifikasaun?
13. Tanba saida ita boot halo strategi diversifikasaun?
14. Oinsa ho nia “pengemasan” packaging?
15. Nia “*plastic kemas*an” nee imi sosa iha nebe ? no nia presu hira?
16. Tuir ita boot nia hanoin, depois ita boot halo diversifikasaun iha impaktu ka lae ho nia valor de vendas?
17. Ita boot se iha hanoin ba future atu halo diversifikasaun!
18. Dezenhu kafee ba cover “kemas” ou embelajem nebee diak nee oinsaa?
19. Loron ida, ita boot faan kafee kilo hira baa bainaka?
20. Maizamenus, tinan ida kafee tonalada hira mak ita boot faan ba bainaka?

B. Kuesionariu

Caros Kliente (Customers),

Ho respeito, ami konvida partisipante *customers* sira hotu hodi prienxe kuesinariu ida nee.

Topiku ba peskiza ida nee mak hanesan: “**DIVERSIFIKASAUN PRODUTU KAFEE LOKAL HODI HASAE VALOR DE VENDAS IHA INDUSTRIA HOSPITALIDADE IHA DILI**”.

Survey ida nee nia rezultadu sei uza iha area akedemika nian.

Favor prienxe (√) iha tabela tuir mai: Tuir ita boot nia preferensia

(1) La konkorda liu, (2) La konkorda, (3) Neutral, (4) Konkorda, (5) Konkorda loos

Preferensia	1	2	3	4	5
Hau prefere liu hemu kafee (Timor) orijinal					
Hau prefere liu hemu kafee ho susuben (<i>kopi susu</i>)					
Hau prefere liu hemu kafee orijinal duke kafee herbal					
Hau prefere hemu kafee herbal					
Hau prefere liu hemu kafee deit la kahur ho masin midar					
Hau prefere hemu kafee instant ou “ <i>three in one 3 in 1</i> ” (produitu husi nasaun liur)					
Hau prefere hemu kafee Timor nebee diversifika ona hodi kompete iha merkadoria					
Hau prefere kafee Timor nebee diversifika ona hanesan instant “ <i>neskafe, white coffe</i> ” hodi bele kompete iha merkdoria					
Hau prefere liu hemu kafee herbal nebee mix ou kahur ona ho Jahe no Aikanela					
Diversifikasaun kefee Timor nee importante, hodi hasae rendimentu agrikultor nian					

Ba Ita boot nia kolaborasaun no kooperasaun, la haluha ami hatoo obrigadu wain.

Ba informasaun klean liu tan, bele kontaktu ba numeru +670 77419128.

Obrigadu

C. Kalendariu Peskiza

Orariu Peskiza

Peskiza nee sei halao durante fulan neen nia laran ho tabela tuir mai:

No	DESKRISAUN SERVISU	Fulan Julhu too Dezembru 2022					
		Julhu	Augustu	Setembru	Oct	Nov	Dezembru
1.	Rekolha dadus:						
2.	Analiza dadus no aprezentasaun rezultadu preliminariu						
3.	Analiza dadus segundu no aprezenta						
4.	Rezultadu , konklusaun no rekomendasaun						
5.	Aprejentaun Relatoriu peskiza final ba INCT no sei halo publikasaun						

D. Foto atividade peskiza nian



Foto 1 Habai kafee nebee diak



Foto 2 Prosesu Roasting kafee



Foto 3 Prosesu roasting kafee



Foto 4 Prosesu grinding kafee



Foto 5 Packaging



Foto 6 Interview direktor CCT Railaco



Foto 7 Interview direktora K2C



Foto 8 Interview direktor Kafe Aroma



Foto 9 Interview diretora Kafe Letefoho



Foto 10 Interview direktor Global Timor



Foto 11 Interview direktor PT INDONESSO



Foto 12 Interview Direktur Cafe Atsabe



Foto 13 Interview Prezidente ho Vice ACT



Foto 14 Interview ho Team Leader restorante Hotel Timor