

Coffee Business Development Model

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Abstract

The growth of the coffee business by serving coffee drinks as a highlight makes the coffee business more promising. Many of the cafe entrepreneurs are looking for coffee producers that are easily accessible with the best price and quality. But the problem in the field is the lack of coffee producers who produce specialty coffee. Because even if there are prices that are quite expensive and products that are not too famous. Based on the facts in the field, the writer sees an opportunity in the business of coffee java preangen specialty production. In this study the author tries to examine how much opportunity is owned by Haluankopi business in starting a business. In his research, researchers used descriptive exploratory analysis methods with more data collection techniques by conducting interviews with several sources, and study literature to adjust between the facts in the field with the concept of management. As for business planning, the Timmons model and Porter five force model are used as a feasibility study. The results of the study based on the Timmons feasibility study showed that TOW has high potential for market, financial, competitive advantage, management team and strategy differentiation variables. Thus the authors conclude that the coffee business deserves to be a promising business. However, due to the limited availability of coffee from farmers, the authors suggest that in the future create a coffee plantation in the future to maintain the supply of raw materials.

Keywords

Entrepreneurship, Business Plan, Management, SWOT Analysis, Timmons Models

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Introduction

Coffee is a plantation product which is one of the mainstays of exports in Indonesia. Until now, Indonesia is the 4th largest coffee producer in the world. Regional coffee in Indonesia has always been a favorite coffee in the international market, including coffee from West Java. After experiencing its downturn in the early days of independence, West Java coffee is now rising in prestige again, after winning several international coffee competitions. Even today coffee consumption in West Java reaches 90,000 tons per year.

In addition to being consumed by households according to data from the West Java BPS, this is also driven by the growth of places to eat/restaurants serving coffee. Lately, the habit of drinking coffee has become a lifestyle among young people, they usually drink coffee and hang out in cafes, becoming more diverse business opportunities. Many then started a coffee shop business in Bandung and other big cities.

The data shows that there were 795 licensed cafes and bars in 2016. Unfortunately, of the many cafes in Bandung, not all of them use coffee from West Java. Of the total coffee only about 33% is consumed domestically and the rest is exported. One of the coffee producers in West Bandung Regency is Gununghalu District. Gununghalu coffee is one of the best coffees in the world, although its prestige in the country is still lacking, it is in great demand abroad.

With the increasing prestige of Gununghalu coffee. Currently, various processed products of Gununghalu coffee have begun to appear, but unfortunately, of all the products that are becoming available in the market, there is still no one that can dominate the market in the city of Bandung. From here, the author created Gununghalu coffee products because of the potential market of this product. In the city of Bandung, this product is also sold in various size variants. This business was started in 2019 by being located in Celak Village, Gununghalu District, West Bandung Regency.

There are still many other coffee producers in the city of Bandung, but the opportunities are not small, by taking advantage of the opponent's weaknesses and turning them into business strengths, this coffee production business is still promising. Most of the well-known coffee producers have weaknesses in sales distribution channels and also limited availability of finished ingredients. For this reason, production must be increased so that there is no shortage of raw materials in the market. In addition, among the many existing coffee processing plants, there are still a few that focus on producing Gununghalu coffee.

Literature Review

Management

According to [Moonti \(2019\)](#) defines management as the process of planning, organizing, leadership and control of the various sources of power organization to achieve the objectives as effectively and efficiently, the definition of management that can be further described as follows:

1. Management is a process, meaning that the overall management activities are described into four functions of management is done in a sustainable and it all boils down to the achievement of the objectives of the company.
2. The achievement of company goals is carried out through a series of activities that are organizing, leadership and controlling.
3. Achievement of the objectives do secara effective and efficient. Effective shows the achievement of corporate objectives is done through a series of actions from that performed by the company. While efficient shows the achievement of objectives is optimal to use the source power the most minimal.
4. Achievement of the objectives of the company is done by utilizing a source of organizational power who owned the company.

Entrepreneurship

According to [Niswaty, Juniati, Darwis, and Salam \(2019\)](#) argues that entrepreneurship is an ability to create business activities. Kem Ampuan creates require the creativity and innovation that continues constantly to find something that is different from that which already existed before. An entrepreneur must have a capability that is creative and innovative in finding and creating the kinds of ideas.

According to [Yustian, Suryana, Furqon, and Hendrayati \(2021\)](#) in *Entrepreneurship: Tips and Process Towards Success*, entrepreneurship is a process of application of creativity and innovation to solve and look for opportunities from the problem that is faced by every person in life everyday

Business Planning

[Bruton, Ketchen Jr, and Ireland \(2013\)](#) stated that the Business Plan is a frame work which explain each part of the business to be done since the beginning until the end. And by including various events that must be anticipated if there are things that are not desirable happen. So that a business plan is made with reference to conditions that are considered realistic or feasible.

Strategic Planning

Business strategy or strategic planning proposal is an approach in organized and pragmatic are performed by a the company. In make a decision when it 's time future performance ([Canestrino, Ćwiklicki, Magliocca, & Pawetek, 2020](#)). Planning Strategy is the process of assessment of self, determination of objectives, development strategy and monitoring porter [Drobyazko, Okulich-Kazarin, Rogovyi, Goltvenko, and Marova \(2019\)](#) explains that the meaning of the most important in the interpretation strategy as the different actions of the business opportunity of the company's competitors in the Maturing to achieve objectives are different.

Marketing Planning

According to [Mittal and Sridhar \(2021\)](#) the marketing concept is a philosophy of the which states that "acheiving organizational goals dapend on the firm's ability to satisfy reviews Reviews those needs and wants be tter than the sompetition does" Strategies are known in the management of marketing is the marketing mix, which is a set of tools of marketing (product, price, place, promotion) used by the company to achieve the objectives of marketing in the fitting ar target ([Armstrong, Adam, Denize, & Kotler, 2014](#)).

Operation Planning

According to [Mittal and Sridhar \(2021\)](#), operations management is a series of activities that create value in the manufacture of goods and services through changing various inputs into outputs. [Mittal and Sridhar \(2021\)](#) then mentions that there are ten decisions which are aspects important in the planning of operations that require analytical depth of the company, namely ([Mittal & Sridhar, 2021](#)).

Planning a Source of Power Human

Planning a source of power of man is forecasting the needs of labor work, competence, which is required of personnel work, as well as estimates of the supply of personnel working with certain qualifications that are available in the market power of work ([Mittal & Sridhar, 2021](#)). According to [Niswaty et al. \(2019\)](#) human resource planning is an activity to plan the number of workers that required, in accordance with the job analysis that has been made.

Financial planning

The financial performance of a company is one of the benchmarks of the company's overall performance. By thus one of the important parts in planning the business is compiling financial

planning. To present a good investment opportunity, companies need to calculate financial ratios against their financial plans. Ratios finance Reviews These can be used by investors as a measure of health finance company, Whether the company can berta han if konsisi pereonomian deteriorated, and prodpek like what can be Achieved in the development of the company's future front (Richards & Safari, 2021). In evaluating an investment plan, criteria that can be used to measure the investment plan are needed, namely:

1. Net Present Value (NPV)

NPV is used to calculate the time value of money of all cash flows. Cash flow can be in the form of expenses or income. Criteria for acceptance is achieved when the NPV equal to zero or is positive, which means that the present value (PV) of the flow of cash entry is equal to or greater than the cash flow out.

2. Profitability Index (PI)

PI is the ratio between PV of cash inflows and PV of cash outflows. Criteria acceptance achieved PI equal to or more substantial than the mean PV flow of cash incoming equal to or more large of PV flow of cash out.

3. Payback Period

The payback period is a period that shows how long it takes for the invested capital to return. The more Short- time that is required for the return of the cost of the investment, then the investment is more profitable.

SWOT Analysis

SWOT analysis according to Canestrino et al. (2020) is the identification of various factors are systematically to formulate the strategy of the company. This analysis is based on the relationship between various internal factors and external factors of an organization. Analysis SWOT on Essentially Utilize all the of data and information in the models quantitatively to the formulation of strategy. Models are used in. The SWOT analysis is as follows: (Handayati, Rosyad, & Fauziyah, 2020)

- IFAS - EFAS (Summary Analysis of Factors External Internal Strategic Summary of Factor Analysis Strategic);
- Matrix Spaces;
- SWOT Matrix.

Table 1

Example of a Table of External Strategy Factor Analysis Summary (EFAS)

Faktor- Faktor Strategis Eksternal	Bobot	Rating	Skor
<i>Opportunities (o)</i>			
• O1	BobotO1	RatingO1	(Bobot xRating)
• O2	BobotO2	RatingO2	(Bobot XRating)
Subtotal O	A		b
<i>Treats (T)</i>			
• T1	BobotT1	RatingT1	(Bobot XRating)
• T2	BobotT2	RatingT2	(Bobot XRating)
Subtotal T	C		d

Source: <https://arulmtv.woerpress.com/>

Based on the calculations in the EFAS and IFAS tables, the score for each factor is Strengths, Weaknesses, Opportunities, and Treats. Value score factor- factor tersebut can be input to the diagram SWOT analysis is to Determine the strategy that is most Appropriate for the organization.

TOWS. Matrix

Matrix TOWS analysis is advanced which is used to develop four selection strategies, namely strategies SO (Strength-Opportunities), strategies WO (Weaknesses-Opportunities), strategy ST (Strength- Treats), and strategies WT (Weaknesses- Treats). Matrix TOWS used to bring together the key factors to make internal and external strategy in a company There are eight steps in preparing a matrix TOWS, namely ([Ansoff, Kipley, Lewis, Helm-Stevens, & Ansoff, 2018](#)):

1. Write down the company's internal strengths
2. Write down the company's internal weaknesses
3. Write down the company's external opportunities
4. Write down the company's external threats
5. Match internal strengths with external opportunities and record the resultant SO in the appropriate cell.
6. Matching the weakness of internal opportunities of external and noted the resulting strategy of WO in a cell that is appropriate.
7. Mecocokan force internal to the threat of external and records the resultant strategy of ST in cell yangng right.
8. Matching kelemahan internally with threats ekstetrnal and records the resultant strategies WT in cells that right.

Risk Management

According to [Samimi \(2020\)](#) Management of risk the organization is a risk management system that is faced by the organization is comprehensively for the purpose of increasing the company's value ([Samimi, 2020](#)).

Furthermore, Hanafi also explains the elements in managing organizational risk ([Samimi, 2020](#)) as follows:

Mission identification: setting risk management objectives

Risk and uncertainty assessment: identify and measure risk

Risk control: controlling risk through diversification, insurance, hedging, avoidance and others

Risk financing: how to finance risk management

Administration of the program: the administration of the organization, such as manuals, and so on.

Innovation

Innovation is DOING Entrepreneurship, which is not just the creation of the mindset of thinking (patterns of thought) theoretical cider spirit of entrepreneurship, but has far to action (implementation) by the principles of all entrepreneurship's ([Piñeiro-Chousa, López-Cabarcos, Romero-Castro, & Pérez-Pico, 2020](#)).

According to [Scarborough \(2016\)](#); [Yustian et al. \(2021\)](#) innovation is the ability to apply problem-solving problems in creative and create opportunities to Enhance or enrich the lives of human beings (inovation is the ability to aply creative solution to reviews Reviews those problems and opportunities to Enhance or to enrich people 's live)

Timmons Model Business Feasibility Study

Spene i and Timmons in his book New Venture Creation Entrepreneurship states that the success of the ongoing in creating new businesses driven by some of the central themes that dominate the process of entrepreneurship are very dynamic this:

- Driven by chance.
- Driven by a lead entrepreneur and entrepreneurial team.
- Highly- efficient source of power and creative.
- Depending on the appropriateness and balance in between factors.
- Integrated and holistic

It is a component that can be controlled from the process of entrepreneurship that can be assessed, influenced and altered. The founders and investors focus on the strengths of this during

the process of testing completed thorough risk and determine what changes can be done to improve the chances of outcomes on an effort, the requirements of capital, the rate of growth, and strategy start-up the other. According to timmons The main entrepreneur's job is quite simple: He has to bring a deal by taking over success equations. In the context of the dynamic of this, ambiguity and risk is a friend you. The core of the work of the house, solving problems and strategies strategic, and test thoroughly that there is in front is analyzing the suitability and the gaps that exist in the business:

What 's wrong with this opportunity? What 's missing?

What news well and events that benefit can happen happened, and that hurt?

What had to happen to make it interesting and suitable for me?

The risk of market, technology, competition, management, and finance anything that can be reduced or eliminated?

What that could be changed to make this happen?

Anyone who can change it?

What are the minimum resources required to grow the business the furthest? Is this true? team?

Research Method

The type of research used is descriptive exploratory. Descriptive descriptive research aims to describe the state of a phenomenon, in this study it is not intended to test certain hypotheses but only describes what a variable, symptom or situation is (Arikunto, 2012). So the descriptive exploratory method is research with problem solving that is widely explored about the causes or things that affect the occurrence of something based on the facts that occur in the field.

The unit of analysis refers to the overall level of data collected during the data analysis phase (Arikunto, 2012). In preparing this business plan, the unit of analysis consists of 2 units, namely:

1. Individual

The individual unit of analysis in preparing the business plan is intended to identify opportunities and industry interest in the product to be launched

2. Industry

The industrial analysis unit in preparing the business plan is intended to determine the condition of all business environment units, both macro and micro.

The research was conducted by means of cross-sectional studies, which is a study conducted in which data is collected only once, in a daily, weekly or monthly period to answer research questions (Arikunto, 2012).

Table 2

Types and Sources of Data

Data Type	Data Source
Primary Data	Coffee shop entrepreneur in Bandung, Gununghalu coffee farmer farmer
Secondary Data	<ul style="list-style-type: none"> • Teks book, journals,document, • Internet

Result and Discussion

Business Profile

Bow coffee is a specialty coffee processing business for Java Preangen originating from the Gununghalu mountains. The logo of the product bow of coffee in the design that is easy on the recall and have the characteristics typical of its own, the logo in the design with characteristics typical. Halu (collision traditional in Sundanese language) reinforces the image of ethnic and

traditional bow of coffee products, but still with modern packing to maintain the durability of the product. Here is the logo of the Coffee Bow.



Vision

"Being the largest coffee supplier in Indonesia with the quality of products the best of materials and processing the best, make coffee Gununghalu known to the world as the coffee the best, being the company that mambatu the welfare of the farmers of coffee"

Mission

1. Make the bow of coffee as a major supplier in Indonesia
2. Produce a bunch of specialty coffee quantity and ideals taste best
3. Provide the best products and services to the customers

SWOT Analysis

Table 3

Internal Factor Analysis Summary (IFAS)

<i>Internal strategic factors</i>	<i>Weight</i>	<i>Rating</i>	<i>Weighted score</i>
Strengths			
Gununghalu coffee specialty product with traditional processing	0.25	3	0.75
Selection of quality coffee beans	0.20	4	0.80
Can control the bean coffee since planting	0.15	2	0.30
Total score			1.85
Weaknesses			
Product is still lacking enthusiasts	0.15	4	0.60
Raw Raw limited	0.15	3	0.45
Raw raw seasonal	0.15	4	0.60
Total score			1.65
TOTAL	1.00		3.50

The factors eksternal strategic effort Haluankopi can be evaluated by calculation using the weights as follows:

Based on the calculations in the two tables above, it is known that the total evaluation value of Haluankopi's internal factors is greater than the total evaluation value of its external factors. It is meant by the ability possessed by Haluankopi will be able to take advantage of the opportunities and the chance to very good.

Marketing planning

Seeing the competition in the coffee industry is quite fast, the marketing strategy plan that will be carried out for Haluankopi products is the marketing mix, namely by collaborating with four important elements in marketing, namely, product, price, place and promotion.

Table 4
External Factors Analysis Summary (EFAS)

External Strategic factors	Weight	Rating	Wighted Score
Opportunities			
Still a few competitors	0.20	2	0.40
public knowledge of coffee products increased <i>specialties</i>	0.15	3	0.45
Culture drinking coffee aggressively in motion by local government	0.20	4	0.80
The number of cafe businesses is growing	0.15	4	0.60
Total score			2.65
Threats			
Raw materials in the monopoly of certain parties	0, 20	4	0.80
Appears competitors with the price over cost	0, 10	3	0.30
Total score			1.10
TOTAL	1.00		3.75

P1 (Products)

The products are offered by Haluankopi is a specialty coffee powder. Coffee planting and processing is carried out in the same area, namely in the Gununghalu mountains with an altitude above 1200 DPL. This will keep the quality of the coffee maintained until it is brewed. With local processing in the mountains make coffee this has the perfect scent for air gets clean and far from urban pollution that will barging coffee aroma. Coffee is also dried in the sun so that it gets a crunchy texture and is not easily stale. Drying is done in the village to avoid excess air pollution so that the quality of the coffee enjoyed is maintained.

Analysis SWOT are Carried out against businesses Haluankopi menu njukan total score S = 1.85; total score W= 1.65; total score O = 2.65; and total score T = 1.10. Based on these calculations, it is known that the total value of the Strength factor (S) is higher than the total value of the Weaknesses factor (W) with a difference of (+) 0.80. While the total value of the Opportunities (O) factor is higher than the total value of the Tgreats (T) factor with a difference of (+) 1.55. From the identification results, it can be seen the position of the Haluan coffee business by using a SWOT analysis diagram as follows:

P2 Price

Price competition is often a crucial thing in the business of many coffee products that offer low prices but do not pay attention to quality. Prices of products Haluankopi set to perform the calculation and analysis of the market. Prices are offered by Haluankopi still below than the price of a normal market, which amounted to 2500.000bperkilo. while the temp at another selling at prices much higher, namely at Rp.300.000.

P3 Place

The place of production is carried out in the original area of this coffee is produced, namely Gununghalu sub- district, West Bandung district. This is done to make it easier for companies to control raw materials. In addition, the position which is also not too far from the location of the solid target, namely in the city of Bandung, will facilitate distribution channels.

P4 Promotion

Haluankopi Products are not yet known to man requires that companies do promotions that vigorous and precise target. This is done to encourage consumers more familiar with the concept and product specialty coffee are on offer by Haluankopi. Promotion will be carried out in several ways, namely through personal direct selling, this is done to instill trust in cafe owners by doing personal selling.

Operational Planning

There are several activities of major in the activities of the operational Haluankopi, i.e. production, sales, and distribution. While the activities of other like development, marketing, san recording and bookkeeping into activities that sustain the activities of the main. Sales include receipt of orders and confirmation of goods arriving at the customer. The process of production is done by several stages but still done in the same place. The process of production is that later will determine the quality and distinctiveness of the products Haluan coffee. Meanwhile, distribution is carried out by couriers who are also carried out by Haluankopi workers. In the activity of production there are several stages of processing. To ensure the needs of bean coffee which obtained the best, supervision needs to be done since the stage of tree coffee started flowering. Until it produces perfectly ripe cherry coffee beans. Having obtained the seeds cherry ripe rudder 's taken to the factory.

Planning Resources Power Man (HR)

a. Production Department

- Check and make sure the material standard which obtained the appropriate standard.
- Producing and ensuring production results according to company standards.
- Processing raw materials according to SOP.
- Keeping the environment of production remain clean.
- Checking production machines (peeling machine, roasting pan, fermentation tub).
- Ensuring products that come out of production meet quality standards.

b. Distribution Section

- Pick up raw materials from coffee farmers who are partners
- Check and ensure the quality and quantity according to the letter of travel
- Handing over raw materials to the production department
- Deliver orders according to customer requests
- Ensure orders arrive at customers according to demand
- Reporting to the administration if the goods have been received by consumers

c. Administration Section

- Receive and record orders
- Record all buying and selling activities
- Record every activity of the company
- Make monthly reports related to sales and purchases
- Perform services both telephone and message
- Maintain office equipment

Financial Planning

a. Capital Requirements

Haluankopi's capital requirement is Rp. 52,118,750 which is divided into two, namely the need for assets of Rp. 36,100,000 and needs capital work early amounting Rp. 16,018,750. With the description as follows:

Table 5

Asset needs of the Coffee Bow

Items	Price	Qty	Total price
Machine	Rp	2	Rp
Peel	3,000,000		6,000,000
Bak	Rp	2	Rp
fermentation	300,000		600,000

Coffee Direction Financial Ratios

machine	Rp	1	Rp
drying	7,000,000		7,000,000
machine	Rp	1	Rp
roasting	22,000,000		22,000,000
Table	Rp	1	Rp
	500,000		500,000
Total			Rp
			36,100,000

The table above shows the detailed magnitude of the needs of capital work based on the needs of the assets, while the initial working capital requirements Haluankopi be in detail as follows:

Table 6

Variable Needs of Coffee Bow

Items	Unit	Total cost	
Raw Material	250 kg	Rp	3,000,000
Packaging	250	Rp	162,500
Salary	2 people	Rp.	2,600,000
Employees			
Cost	1 month	Rp.	6,750,000
Marketing			
Electricity Cost &			
Internet	1 month	Rp.	800,000
Cost	1	Rp.	1,456,250
Emergency			
Total	Rp.		14,777,750

year	discount factor (12%)	Present value	Ratio	Present value
0	1	-Rp60,000,0000.00	NPV	Rp601,081,678
1	0.893	Rp181,636,200.00	IRR	338.79%
2	0.797	Rp162,109,800.00	Payback Period	3.539823009
3	0.712	Rp144,820,800.00	Gross Profit Margin	86.90%
4	0.636	Rp129,362,400.00	Net Profit Margin	67.80%
5	0.567	Rp115,327,800.00	ROI Potential	67.80%
			Profitability Index	3.07

Based on the table above, it can be known that the investments were made to run a business Haluankopi is an investment that is profitable.

Risk Management

During the process of operational progress, there are risks that can arise and result in increase in expenditure costs. The risks are can Appear in various aspects diantaranya in aspects of marketing, aspects of the operational aspects of the Source Power of Man, and aspects of finance. Risks can be led to reduced profitability of companies, by because it required the management of risk as a step to minimize the risks are.

Creativity and innovation

Innovation has an important role in the success of a business. Innovation is important to do Haluankopi to be able to maintain and continue to develop the business. Mes kipun Haluankopi when it focuses on the production of specialty coffee but does not close the possibility of a time would produce the other products that are still correlates. Coffee products are substitute products whose development is not limited; various innovations can be carried out as long as the idea can be accepted by consumers. The following are some of the innovations that have been planned by the owner for the development of Haluankopi's business.

1. Product of coffee to consumers of home stairs to include paper filter in it soa activities of drinking coffee specialty can be waged where the course not only in cafes.
2. Products processed coffee cake coffee, coffee chips, or sauce
3. Coffee Floating by having your own coffee plantation.

Business Feasibility Analysis (Timmons Models)

The results of the analysis of market variables on criteria Timmons showed that Haluankopi potentially quite high, the potential low only on the criteria of the reach of consumers, this is because businesses have not had a channel or reach peda segment of the market. Based on the financial variables on the Timmons criteria, the results of the analysis of Haluankopi's business feasibility are considered to have high potential. Over the course of 1.5 years, the bow coffee business was able to achieve positive cash flow. RIO potential held also at kosaran assessment of potential high that amounted 67.80 percent. Although the capital requirement is quite high, this is comparable to the calculation of gross profit which has a high potential of 67.80 percent. The results of the analysis based on the variables of excellence competitive on the criteria Timmons Also Showed that the feasibility of the business Haluankopi memili ki potential that is high on the cost of the fixed and variable, but has a low potential to control the price and distribution. Based on the variables team management on criteria Timmons bow of coffee has a potential higher by a team of entrepreneurial are superior. Haluankopi business owners have the potential and ability are good to support the development efforts in the field of industrial food.

The results of the analysis at a variable differentiation located Also shows that the bow of coffee have potent i are Sufficiently high to be run as a business. In Haluankopi's business planning, management service has been well-thought-it is supported by the advancement of technology information where the owner of the business can communicate distance away with both the customer through the media of social that exists. Election time effort was also rated very precise so that the high potential to become a business that can be run with either.

Conclusion

1. Based on the business planning above, Haluankopi effort produced with the hallmark of authentic specialty coffee preangen java coffee beans Gununghalu starts from selecting seeds and processed into a powder coffee. Choice of 0.5 kg and 1 kg packaging with a selling price of IDR 250,000 per kilogram. The sales system is carried out online by utilizing social media. From the results of the marketing market segmentation, it is only in cafes in the city of Bandung because the growth of cafes in Bandung is very high.
2. Business Planning Haluankopi already meets the criteria Timmons and has a potential which is quite high so it is feasible to be implemented in the real business. Based on the results of the test eligibility criteria Timmons Haluankopi market variables almost all m emiliki potential higher than criteria unreachable consumers. Meanwhile, the financial variable has high potential. Competitive advantage variable has high potential for fixed cost criteria and variable cost and low potential for price and distribution control criteria. For Variable team management of Potentially high and for the variable of differentiation strategic Potentially high for criterion P emilihan time and distribution channel as well as Potentially lower for service management criteria and room for error.

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