June 2026
Indonesia

INVESTMENT MEMO AND ADVISORY OPPORTUNITIES

jiwa group

Scaling Beyond Coffee

Jiwa Group (PT. Luna Boga Narayan)

PREPARED BY

Edbert Alfonso Sunarpo

edbertalso@gmail.com

Part I: Investment Memo

Part II: Re-Engagement Strategies

Executive Summary

Jiwa Group is one of Indonesia's largest coffee chains, operating over 900 outlets across 33 provinces through a franchise model and a diversified portfolio of food and beverage brands. Its scale, digital ecosystem, and multi-brand strategy have enabled rapid expansion.

The Indonesian coffee chain market continues to benefit from rising consumption and changing consumer preferences, including demand for affordable products, digital convenience, and coffee shops as social and productivity spaces. These trends support opportunities for operators that can balance value and experience.

Looking ahead, Jiwa Group's JIWA+ platform strengthens customer engagement and cross-selling opportunities across its brands, while the expansion of Janji Jiwa Culture provides exposure to higher-value consumption occasions. Combined with a valuation discount relative to peers, successful execution of these initiatives could support earnings growth and potential multiple re-rating.

Company Overview

Jiwa Group (PT Luna Boga Narayan) is one of Indonesia's largest grab-and-go food and beverage platforms. Originally anchored by its flagship brand Kopi Janji Jiwa, the group has since evolved into a diversified multi-brand F&B ecosystem encompassing coffee (Kopi Janji Jiwa), artisanal toast (Jiwa Toast), tea beverages (Jiwa Tea), fast food (Burger Geber), mobile carts (Kopi Sejuta Jiwa), and its lifestyle café concept, Janji Jiwa Culture.

Key Milestones

- **2018** Founded, 1 corporate branch
- **2019** MURI record (fastest coffee shop growth in 1 year); launched Jiwa Toast
- **2020** Launched JIWA+ app; won 1st Top Brand Award (Coffee Shop)
- **2021** **Investment from Openspace & Capsquare Asia Partners**
- **2022** World Branding Awards Brand of The Year
- **2023** Launched Kopi Sejuta Jiwa; Netflix Indonesia collaboration; rebranding and digital concepts
- **2023** WBA Brand of The Year (2 consecutive years, Retailer Coffee)
- **2025** Launched Jiwa Barista Championship 2025

Strategy 1: Mobile App & Digitalization

Through its JIWA+ app, users have a simplified ordering experience and loyalty programs that drive higher repeat purchases, and average order value (AOV) uplift through bundles and promotions. Consumer data allows product innovation and enables Jiwa Group to launch new products that match actual customer demand, improving product-market fit.

Strategy 2: Multibrand Diversification

Expanding beyond coffee to F&B and the aforementioned brands targets all customer profiles to capture market share across the domestic F&B market, with minimal CapEx increase as existing infrastructure is utilised.

Strategy 3: Small Stores, High Volume

The grab-and-go format reduces setup costs by eliminating seating area, allowing outlets to be located in small but strategic high-traffic areas.

Strategy 4: Scaling Across Indonesia

Franchise owned, franchise operated (FOFO) model enabled Jiwa Group to scale to over 900 outlets nationwide while maintaining healthy cash flow. Jiwa Group retains brand control, supply chain, and royalty income while transferring real estate and labour risks to partners.

Industry Themes

Indonesia's coffee chain industry is projected to grow at a 13% CAGR through 2031,[1] supported by resilient consumer demand and evolving consumption habits. As consumers become increasingly value-conscious while seeking social and lifestyle experiences, operators must balance affordability with differentiated offerings and customer experiences.

Adapting to Frugal Living

Despite a healthy Consumer Confidence Index throughout 2026, Indonesian consumers remain highly price sensitive due to ongoing economic uncertainty. As many households perceive their financial conditions to have weakened, consumers are increasingly adopting value-conscious behaviors, including frugal spending and price comparison.[2]

Coffee Shops as Social and Productivity Hubs

As coffee shops evolve into essential "Third Spaces", operators are increasingly allocating capital toward spatial design and supporting infrastructure to accommodate longer customer dwell times. This shift is driven by Gen Z and Millennials, who increasingly incorporate cafe-working into their lifestyles, as well as Indonesia's large informal economy, which comprises around 60% of the workforce. Consequently, freelancers, gig workers, and entrepreneurs increasingly rely on these venues as flexible environments that combine productivity with social interaction.[3]

Industry Trends

Trend 1: Expansion Beyond Major Cities

Indonesia's Tier 2 and Tier 3 markets are attracting increasing attention due to stronger economic growth, rising urbanization, and a growing middle class.[4] These regions offer significant expansion opportunities beyond increasingly saturated metropolitan areas.

Trend 2: Digitalization Beyond Convenience

Coffee chains are increasingly integrating digital platforms with their physical stores to enhance customer experience. Mobile apps provide seamless ordering and personalized recommendations, while loyalty programs and exclusive offerings maintain customer loyalty.

Trend 3: Diversifying Beyond Coffee

With 39% of Indonesian consumers[5] consuming sweetened beverages at least four times per week, coffee chains are increasingly expanding beyond coffee into tea and chocolate. As menu innovation becomes an important purchase driver, more drink options are helping operators differentiate themselves in a competitive market.

---

1 Mordor Intelligence
2 Sigma Research
3 Favour Capital
4 Redseer
5 Deloitte

Trend 4: Coffee as a Lifestyle Experience

Rising demand for quality, branding, and social experiences creates opportunities for established chains to deepen customer loyalty and capture higher-value consumption occasions through unique product offerings, and elevated dining experiences.

Competitive Environment

Indonesia's coffee chain industry is highly competitive, with players adopting distinct positioning strategies across price points, formats, and expansion models. While international brands focus on premium experiences, local operators primarily compete through affordability, convenience, and rapid network expansion.

Brand	Price Point	Scale (Outlets)	Business Model	Strategy
Jiwa Group	Mass market	900+	FOFO	Multi-brand expansion
Kopi Kenangan	Mid-market	1,000+	COCO	Overseas expansion
Fore Coffee	Mid-premium	232+	COCO	Nationwide expansion
Tomoro Coffee	Mid-market	600+	COCO & FOFO	Overseas expansion
Starbucks (MAP Boga)	Premium	500+	Master Franchise	Premium positioning

Source: Company websites and publicly available information

Capital Backing

Brand	Key Investors	Total Raised	Latest Reported Valuation
Jiwa Group	Capsquare Asia, Openspace Capital	Undisclosed	Undisclosed
Kopi Kenangan	B Capital, Alpha JWC Ventures	$350M	$1.0B (Dec 2021)
Fore Coffee	East Ventures	$74.1M	$100.6M (Apr 2025E)
Tomoro Coffee	ATM Capital	$10.0M	N/A
Starbucks (MAP Boga)	General Atlantic	$28.6M	$270M (Jun 2017E)[6]

Source: PitchBook

[6] Figures reflect PT Map Boga Adiperkasa (MAPB), which operates multiple F&B brands beyond Starbucks Indonesia.

Investment Implications

Thesis 1: Digital Ecosystem Drives Growth

JIWA+ app helps the group strengthen customer engagement through loyalty programs, personalized promotions, and convenient ordering. By bringing multiple brands together on one platform, the app encourages repeat purchases and cross-selling opportunities, diversifying the group's revenue stream.

Together with Jiwa Group's highly scalable franchising model, JIWA+ guarantees long-term sales growth and top-of-mind awareness.

Thesis 2: Premium Café Expansion Enhances Profitability

As Indonesian consumers increasingly view coffee as a lifestyle experience, Jiwa Group is evolving its growth strategy beyond grab-and-go formats through the introduction of Janji Jiwa Culture. Although still a relatively new concept, Jiwa Culture has already expanded to more than 25 stores across Indonesia.

The sit-down upscale café format encourages longer customer dwell time while enabling a broader range of beverage and food offerings, supporting higher average order value (AOV), stronger Same-Store Sales Growth (SSSG), and improved profitability margins.

Thesis 3: Attractive Valuation Creates Re-Rating Potential

	JIWA Group	Kopi Ken	Map Bog	Fore Cofi	Tomoro
Size Multiple	9.96x	176x	366x	56.0x	1.78x
Description	Operator of a mobile ordering application intended for streamlining food and beverage purchases.	Operator of a grab-and-go coffee chain intended to offer fresh coffee at affordable prices.	Operator of a holding company engaged in the operation of cafés and restaurants based in Jakarta, Indonesia.	Provider of coffee beverages designed to offer a calming experience and promote enjoyment in daily life.	Operator of a coffee brand intended to innovate the beverage experience through local flavors and seasonal offerings.

Despite operating one of Indonesia's largest coffee chains, Jiwa Group trades at a size multiple of 9.96x,[7] significantly below its comparable peers. With limited growth expectations currently priced in the valuation, successful execution of its growth initiatives could drive both earnings growth and multiple expansion, creating meaningful upside potential.

[7] PitchBook

Part II: Re-Engagement Strategies

Strategic Priorities

1. Jiwa Group has a wide range of brands, but it is unclear which ones are the most profitable or have the strongest consumer demand.
2. Preliminary research suggests that the JIWA+ app has usability issues, including difficulties redeeming promotions, canceled orders, and transaction failures.[8]
3. Jiwa is increasingly positioning itself through Jiwa Culture to move away from the intense competition of the mass-market coffee segment and towards a more premium offering.
4. Kopi Jago poses a challenge to KSJ through its first-mover advantage, ML driven location optimization, and larger scale (~1,500 outlets versus KSJ's ~250).

Stakeholder Goals

- Founders and investors (CapSquare & Openspace) would ultimately seek an exit pathway.
- Looking at FORE Coffee, achieving profitability before an IPO appears important in the Indonesian market, both to support valuation and demonstrate a sustainable business model.
- Hence, **becoming profitable** should be a key objective to facilitate an exit at the highest possible valuation.

Option 1: Brand Portfolio Strategy

Brand	Segment	Status
JIWA+ (app)	Digital brand ecosystem	Needs improvement
Kopi Janji Jiwa	Mass-market coffee, kiosks	Flagship
Kopi Sejuta Jiwa (KSJ)	Ultra low-cost mobile carts	Under pressure from Kopi Jago
Jiwa Toast	Artisanal toast	Extension
Jiwa Tea	Tea beverages	Extension
Burger Geber	Fast food	Diversification
Janji Jiwa Culture	Premium lifestyle café	Growth

Jiwa currently operates 6 distinct brands, but it is unclear which concepts are driving growth and profitability. We can help determine which brands to improve, streamline, or potentially exit.

Deliverables

- Identify the brands that drive profitability and long-term growth
- Recommend which brands to scale, streamline, or potentially divest
- Optimize franchise concepts, offerings, and expansion models across the portfolio

[8] International Journal of Business Accounting Management Social Science

Re-Engagement Strategies

Why it matters

A more focused portfolio improves capital efficiency and creates a clearer investment story, supporting a higher valuation. Supports Jiwa Group's strategic priorities identified above.

Option 2: Building Janji Jiwa Culture

As competition in mass-market coffee intensifies, Jiwa Culture represents an opportunity to move upmarket and build a stronger lifestyle brand. We can help refine its positioning, customer experience, and expansion strategy to strengthen its role as Jiwa Group's future growth engine.

Deliverables

- Explore new Jiwa Culture concepts and customer experiences to enhance competitiveness
- Identify priority locations and expansion strategies across Indonesia
- Recommend product categories and menu innovations to increase average spend

Why it matters

A stronger premium platform could improve margins and command a higher valuation. Janji Jiwa Culture has the potential to become the group's key growth engine, supporting Jiwa's shift away from the highly competitive mass-market segment.

Conclusion and Potential Next Steps

Jiwa Group has built one of Indonesia's largest F&B ecosystems and possesses several avenues for long-term value creation. However, increasing competition and the group's transition towards premium concepts suggest that strategic initiatives may be required to maximize profitability and support an eventual exit for shareholders.

We believe two areas present attractive re-engagement opportunities for Panasean:

1. **Brand Portfolio Strategy** to improve capital allocation, simplify the group's portfolio, and sharpen the investment story.
2. **Building Janji Jiwa Culture** to strengthen Jiwa Group's premium positioning and create a differentiated growth platform capable of commanding higher margins and valuations.

Together, these initiatives could improve profitability, strengthen Jiwa Group's equity story, and support an eventual IPO or alternative exit at an attractive valuation.