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Market Orientation on Export Marketing Performance: The Role of Disruptive Innovation and Flexibility Supporting SDGs 8 and 9

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ABSTRACT

***Objective**: How customer orientation and competitor orientation influence the export marketing performance of coffee-exporting micro, small, and medium-sized enterprises (MSMEs), while assessing the mediating role of disruptive innovation and the moderating role of organizational flexibility. The study also highlights the relevance of these capabilities to SDG 8 and SDG 9 through inclusive export growth and innovation-driven competitiveness. **Method**: A quantitative explanatory design was employed using survey data from 116 coffee-exporting MSMEs in Central Java, Indonesia, selected through purposive sampling. The relationships among the constructs were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 3. **Results:** Customer orientation significantly improved export marketing performance, whereas competitor orientation had no significant direct effect. Both customer and competitor orientation significantly promoted disruptive innovation, which in turn enhanced export marketing performance. Disruptive innovation significantly mediated both market-orientation dimensions, and flexibility strengthened its positive effect on export marketing performance. **Novelty:** Integrating disruptive innovation as a mediating mechanism and flexibility as a boundary condition in a single export-marketing model for coffee MSMEs. The model explains how market intelligence can be converted into adaptive innovation and stronger export outcomes, offering an SDG-aligned pathway for resilient MSME internationalization.*

INTRODUCTION

Coffee is one of Indonesia main export commodities from plantations. According to data from the International Coffee Organization (ICO), in 2021 Indonesia will be the 4th largest coffee exporting country in the world after Brazil, Vietnam and Colombia with total Indonesian coffee production reaching 765,415 tons per year and total coffee exports reaching 375,555.9 tons per year with the total export transaction value was US$ 808,158.9 dollars. The five main export destination countries for Indonesian coffee products include the United States (22.94%), Japan (10.46%), Malaysia (7.61%), Egypt (6.45%), and Germany (6.31%). %). Currently Indonesia has two types of coffee, namely Arabica and Robusta. According to data from the Indonesian Coffee Exporters and Coffee Industry Association (AEKI), Robusta is a type of coffee with a land area of 916,053 Ha (73%) and Arabica with a land area of 325,659 Ha (23%). The main Robusta coffee producing area is in the Indonesian coffee triangle region which includes the provinces of Lampung, South Sumatra and Bengkulu. These three provinces are capable of producing robusta coffee, almost 50 percent of Indonesia's production. Apart from these three main provinces, Robusta is also cultivated in almost all regions of Indonesia (https://www.ico.org)

The sales performance of Indonesian coffee exports to foreign countries over the last 10 years has tended to decline quite significantly. Average export sales from 2012 to 2017 still show a relatively sTABLE trend. In the first 5 year period, the average export sales volume was still recorded at 454.78 tons with a sales value of U$$ 1,120 billion. Different

conditions were shown in export sales for the second 5 year period, namely from 2017 to 2021, which showed an average export sales volume of only 370.63 tons or a decrease of -18.5% compared to the first 5 year period. Likewise, the average export sales value from 2017 to 2021 was recorded at U$$ 906.2 billion or a decrease of -19.09% compared to the first 5 year period. Figure 1 and Table 1 below present an analysis of sales trends in Indonesian coffee exports to foreign countries from 2011 to 2021.

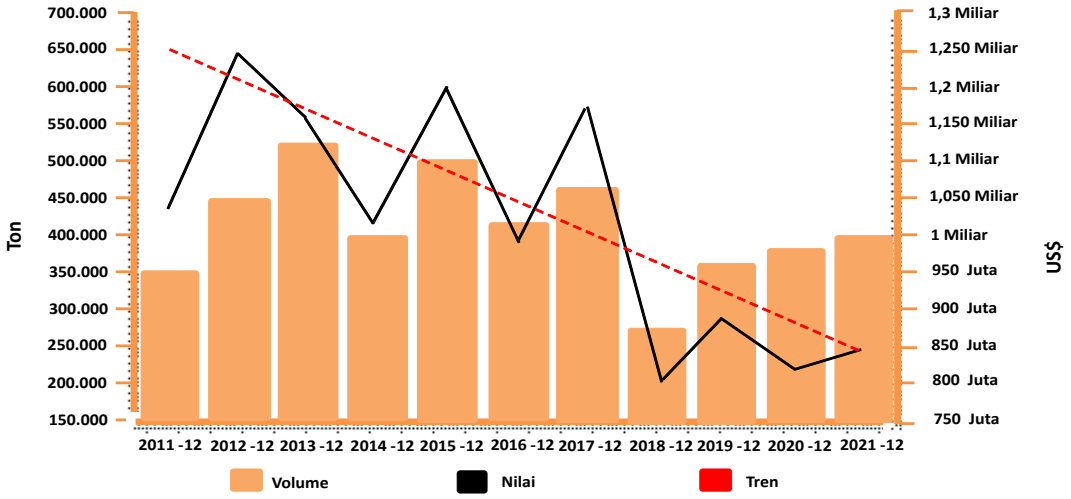

Figure 1. Chart of Indonesian coffee export sales trends to abroad 2011-2021

Table 1. Trend in Indonesian coffee export sales 2011-2021

No.	Periode 5 Tahun Ke-1 (Tahun 2012–2016)				Periode 5 Tahun Ke-2 (Tahun 2017–2021)			
	Tahun	Vol (Ribu Ton)	% Vol (+/-)	Nilai (Milyar US$)	Tahun	Vol (Ribu Ton)	% Vol (+/-)	Nilai (Milyar US$)
Th. Dasar	2011	346,06	-	1.000,00	2016	412,37	-	1.000,00
1	2012	447,01	29,17%	1.200,00	2017	464,16	12,56%	1.200,00
2	2013	532,14	19,04%	1.200,00	2018	277,4	-40,24%	806,90
3	2014	382,75	-28,07%	1.000,00	2019	355,8	28,26%	872,40
4	2015	499,61	30,53%	1.200,00	2020	375,6	5,56%	809,20
5	2016	412,37	-17,46%	1.000,00	2021	375,5	-0,03%	808,16
Rata-rata Penjualan	454,78	6,64%	1.120,00	1,33%	369,69	1,22%	899,332	-2,40%

The phenomenon related to export marketing performance as shown in Table 1 is that the development of Indonesian coffee export performance during 2012-2021 tends to fluctuate and experienced a decline starting in 2017. This phenomenon is in the coffee export market competition, one of which is determined by the competitive advantage of a country that is able to compete in the international market.

The performance of coffee export marketing among MSMEs in Central Java is an important indicator of the success of coffee export marketing, and market orientation is one of the factors that determines the level of export marketing performance. The reality is that currently, coffee exporting MSMEs in Indonesia are still facing obstacles. Zuhdi et al. (2021) stated that coffee is Indonesia's mainstay export commodity in the plantation sector which has provided a lot of foreign exchange for Indonesia, but over time,

Indonesia's coffee exports have experienced fluctuations. Some of these obstacles are caused by the impact of globalization such as disruptive innovation and external factors such as world coffee prices, the quality of coffee production, and intense global market competition.

AEKI complained about the problems with Central Java coffee exports because coffee SMEs in Central Java still face obstacles in the global market. Alimi et al. (2006) stated that the Indonesian Coffee Exporters Association (AEKI) Central Java acknowledged that coffee exports from Indonesia to several countries were still hampered. It is complained that the instability of domestic coffee production makes it difficult for SMEs to increase the value of coffee exports. The main problem is the instability of production in meeting export market demand and production tends to be smaller compared to other countries, the quality of coffee produced by SMEs tends to be low compared to other countries, especially America and Vietnam (jateng.solopos.com).

Market orientation can be formed from customer orientation and competitor orientation. Customer orientation refers to the marketer's efforts to understand customer desires and competitor orientation refers to the marketer's understanding of the strengths, weaknesses, capabilities and strategies of competitors, both main and potential competitors (Ocampo et al., 2018).

Previous findings provide empirical evidence regarding the positive relationship between market orientation and export marketing performance. Cadogan et al. (2009) stated that an effective way to improve the export performance of manufacturing companies is to implement a market orientation in their export operations. In particular, for most exporting manufacturers, empirical studies show that a higher level of market orientation in a company's export market will influence the level of export success and performance.

Export market orientation has an influence on export performance in export companies in Turkey (Acikdilli, 2015). Market orientation is carried out by understanding and meeting customer needs by providing value that can encourage customer satisfaction and being able to understand competitors' strategies by creating products that outperform competitors. Thus, through sufficient understanding of customers and competitors, it can support companies to improve export marketing performance. Morgan et al. (2012) research shows that export marketing strategy is key in facing international competitiveness, because this will make a positive contribution to export market performance. Cadogan et al. (2009) findings show that export market orientation has a positive relationship with export performance.

In the research of Fitri et al. (2022), customer orientation, competitor orientation, and product innovation are determinants of marketing performance, where these three factors have a positive influence on marketing performance. Widyaningsih et al. (2018) found that product innovation was able to mediate the influence of market orientation on marketing performance in the restaurant industry in Denpasar, Indonesia. In research by Abdul-Talib et al. (2023), empirical evidence was obtained that export market orientation has a positive effect on company performance from 19 countries in the world. Research of Wakjira (2023) specifically found that customer orientation and competitor orientation have a positive and significant effect on coffee marketing performance in the coffee industry in Ethiopia.

In overcoming the gap in market orientation findings on export marketing performance, a strategy through innovation is needed. There are many studies examining the relationship between market orientation and innovation that provide sufficient evidence. Innovation is the ability of a company to discover something new by carrying

out activities in services, systems, processes and so on (Ho et al., 2018). The findings of Wang et al. (2020) and Ho et al. (2018) found that market orientation has a positive relationship with innovation. Prifti and Alimehmeti (2017) stated that competitor orientation has a positive effect on innovation, market orientation in the competitor orientation component will determine the company's ability to innovate, so to create innovation managers must respond to competition by determining the right approach.
Export market-oriented business models contribute positively to the internationalization of SMEs' disruptive innovations (Sundström et al., 2021). The research results show that SMEs face internal obstacles in developing innovations that hinder them from creating effective disruptive innovations for the international buyer chain. This study found that SMEs need to work with a market-oriented business model (MOBM) to develop market intelligence within the organization and seek external support to enter international markets. Odey and Ebri (2022) explained that disruptive innovation is a disruptive innovation, namely technology that replaces established technology and shakes up the industrial world or a breakthrough product that creates a completely new industry. Disruptive innovations exist, creating new markets that can ultimately disrupt existing market networks, replacing established market leaders, companies, products or alliances. Akpan et al. (2022) reported that disruptive innovation has a positive effect on marketing performance for online marketers in Uyo Nigera. The research results state that every disruptive innovation (social media, mobile payment technology, and mobile internet technology) has a significant effect on marketing performance. Based on these findings, we conclude that implementing disruptive innovation in online marketing operations will increase the competitiveness and success of online marketing and business. Therefore, it is recommended that online marketers further understand and use the latest innovations to connect with their customers.

In several studies, disruptive innovation has a positive influence on company performance. For example, Singh and Hanafi (2019) stated that disruptive innovation has a positive influence on the performance of SMEs in Malaysia. Disruptive innovation will have a positive impact on companies that are able to adopt it well. Disruptive innovation that is utilized properly will be a force that can encourage entrepreneurs to become more innovative, proactive and more willing to take risks, thereby having a positive impact on company performance. These findings are strengthened by research by Mookerjee and Rao (2021), Odey and Ebri (2022), and Nusa et al. (2023), which stated that there is a positive influence of disruptive innovation on the performance of SMEs.

The focus of this research is important in analyzing the role of disruptive innovation in mediating the influence of market orientation on export marketing performance in coffee MSMEs in Central Java, Indonesia. The export market-oriented business model has complex problems, customer and competitor information in the export market is an important reference for MSMEs to encourage disruptive innovation practices so that it will have an impact on export marketing performance.

The disruptive innovation practices implemented often do not produce an optimal impact on company performance, because companies are slow to adapt to environmental developments and are not quick enough to respond to competitors' movements (Shen et al., 2024). Research by Dewsnap et al. (2020) reports that flexibility is a very important strategy for companies when facing emergencies in a turbulent environment. Companies with a high level of flexibility will have the ability to respond to environmental changes quickly so as to make a positive contribution to good positive organizational outcomes in terms of performance and relationship quality.

Strategic flexibility in the company's internationalization process has an important role in encouraging increased export performance. This is a new agenda and deserves special attention. Since the mid-1970s, export marketing research has been based on an understanding and perspective on the internationalization process of firms. A clear understanding of how flexibility in the internationalization process is driven and controlled is a prerequisite for more applied export marketing research to embed strategic flexibility as a key explanatory construct (Pauwels and Matthyssens, 2004).

Shen et al. (2024) reveals that flexibility is a strategy for adapting to environmental developments and responding quickly to competitors' movements. Industries that implement strategic flexibility will have the strength to face intense competition so that the company's ability to achieve higher performance will be. The research results of Arshad et al. (2018) report that organizational flexibility has a positive effect on SME performance. Flexibility generally means the ability to adapt or change. In an organizational approach, flexibility is suggested to enable organizations to manage uncertain and fast-paced markets effectively and provide the ability to immediately generate and capture creativity and opportunities, this will provide positive benefits to SME performance.

In the midst of uncertainty in the international market, flexibility is important to have by increasing the ability to adapt to dynamic environmental changes and respond quickly to competitors' movements. Disruptive innovation supported by a high level of flexibility will be a strength for MSMEs in improving export marketing performance.

The novelty of this research provides insight for MSME coffee exporters in Central Java Indonesia to be more open to disruptive innovation and focus on increasing flexibility by responding quickly to changes in export market dynamics, especially competitor movements in the global market. Disruptive innovation and flexibility are important strategies for MSMEs to further optimize export marketing performance. There has been no previous research that has examined these two variables, especially market-oriented businesses in coffee export MSMEs in Central Java, Indonesia. Disruptive innovation in the export market is both a threat and an opportunity for MSMEs to attract consumers. Therefore, MSMEs must be able to adapt to create radically innovative technology strategies that are able to change the way consumers interact through competitive prices, comfort, ease and speed of transactions. To optimize export performance, disruptive innovation needs to be supported by flexibility, MSMEs must be able to adapt to environmental developments and respond quickly to competitors' movements.

The main objective of this research is to determine the role of disruptive innovation in mediating the influence of market orientation on export marketing performance and to examine the moderating role of flexibility on the influence of disruptive innovation on export marketing performance.

RESEARCH METHOD

This type of research is descriptive research with a quantitative approach where data analysis uses statistical tests. The population is 241 Coffee Industry MSMEs in Central Java Indonesia (Central Java Province UKM Dinkop, 2023). To obtain a representative sample size, this research used a purposive sampling technique. The sample criteria are Coffee Industry MSMEs that export products. The number of samples that met the criteria was 116 MSMEs, thus the sample used in this research was 116 respondents.

Table 2. Operational definition and variable measurement.

Operational Definition of Variables	Indicators	Sources
Customer orientation is an organizational culture to focus on export customer commitment, export customer needs and satisfaction.	1. Service commitment (CSO1) 2. Commitment to service ethics (CSO2) 3. Understanding customer needs (CSO3) 4. Customer satisfaction (CSO4)	(Kandemir et al., 2018)
Competitor orientation is an organizational culture to focus on competitor information, competitor actions, and focus on competitor strategies to create superior customer value for exports.	1. Competitors' weaknesses/strengths (CPO1) 2. Monitor competitor activity (CPO2) 3. Competitor strategy (CPO3) 4. Competitor new product information (CPO4)	(Kandemir et al., 2018)
Disruptive innovation is technological innovation to create new markets which can ultimately disrupt existing market networks, replacing established market leaders, companies, products or alliances.	1. *Market-creating Innovations* (DI1, DI2). 2. *Sustaining Innovations* (DI3, DI4). 3. *Efficiency Innovations* (DI5, DI6).	(Denning et al., 2016)
Flexibility is a company strategy to adapt to environmental developments and respond quickly to competitors' movements.	1. Production flexibility (FLEX1, FLEX2). 2. Competitive flexibility (FLEX3, FLEX4). 3. Resource flexibility (FLEX5)	(Shen et al., 2024)
Export marketing performance is defined as the level of achievement of company goals, both economic goals and strategic goals, as a result of implementing coffee export marketing programs and activities.	1. Increase in export profits (EMP1) 2. Growth in export sales (EMP2) 3. Increasing the frequency of export sales (EMP3) 4. Export marketing area (EMP4)	(Julian et al., 2005)

The data source used in this research is primary data. The data collection technique uses a questionnaire by giving a set of written questions to respondents. The questionnaire was assessed using a 5-point Likert Scale. The data analysis used is SEM-PLS where data processing uses Smart-PLS version 3.

RESULTS AND DISCUSSION

Results

The convergent validity test is carried out with reflective indicators based on Factor Loading or also known as Outer Loading, which is a value produced by each indicator to measure the variable. The convergent validity value or factor loading value on latent variables with indicators of > 0.7 is considered to have good validity for research, but factor loadings of 0.5 - 0.6 are still accep Table 3 as early stage research. Table 3 are the results of testing the convergent validity of this research.

Table 3. Convergent validity test

	Outer loading
CSO1	0.913
CSO2	0.896
CSO3	0.839
CSO4	0.917
CPO1	0.869
CPO2	0.875
CPO3	0.776
CPO4	0.921
DI1	0.844
DI2	0.861
DI3	0.827
DI4	0.868
DI5	0.877
DI6	0.848
FLEX1	0.832
FLEX2	0.849
FLEX3	0.895
FLEX4	0.853
FLEX5	0.884
EMP1	0.851
EMP2	0.862
EMP3	0.826
EMP4	0.842

Based on the Table 3, it is known that many of the research variable indicators have an outer loading value of > 0.7. However, according to the measurement scale, a loading value of 0.5 to 0.6 is considered sufficient to meet the convergent validity requirements. The data above shows that there are no variable indicators whose outer loading value is below 0.5, so that all indicators are declared suiTABLE or valid for research use and can be used for further analysis.

The discriminant test is measured by looking at the AVE (Average Variance Extracted) value which is greater than 0.5.

Table 4. Average variance extracted value

	Average Variance Extracted (AVE)	**Results**
Customer Orientation	0.743	Valid
Competitor Orientation	0.795	Valid
Disruptive Innovation	0.730	Valid
Flexibility	0.715	Valid

	Average Variance Extracted (AVE)	Results
Export Marketing Performance	0.745	Valid

Based on Table 4 above, each variable in this study shows an AVE (Average Variance Extracted) value, namely > 0.5. Each variable in this research has its own AVE value for Customer Orientation of 0.743; Competitor Orientation of 0.795; for Disruptive innovation 0.730; Flexibility 0,715 and Export Marketing Performance of 0.745. This shows that each variable in this research can be said to be valid in terms of discriminant validity.

Composite reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.7. Table 5 are the composite reliability values for each variable in this research.

Table 5. Composite reliability

Variabel	Composite Reliability	Cronbach's Alpha
Customer Orientation	0.920	0.883
Competitor Orientation	0.939	0.914
Disruptive innovation	0.942	0.926
Flexibility	0.909	0.867
Export Marketing Performance	0.936	0.915

From the Table 5, the composite reliability value for all research variables is > 0.7. This shows that each variable has met composite reliability so it can be concluded that all variables have a high level of reliability. The second reliability test is Cronbach's Alpha, to measure internal consistency in instrument reliability tests. Based on the TABLE above, it shows that the Cronbach alpha value for all variables in this study is above > 0.6, which means that the Cronbach alpha value meets the requirements so that the entire construct can be said to be reliable.

The purpose of the Inner Model Evaluation is to test the structural model by predicting causal relationships between latent variables.

The goodness of fit test for this model consists of two tests, namely R Square (R^2). R^2 value can be categorized into three levels: 0.75, 0.50, and 0.25, which indicates that the model is categorized as strong, moderate, and weak. The following are the results of calculating the R-Square value.

Table 6. R-Square value

	R-Square
Disruptive innovation	0.584
Export Marketing Performance	0.732

Model 1 with the endogen variable disruptive innovation obtained an R-Square value of 0.584. Model 2 with the endogen variable export marketing performance obtained an R-Square value of 0.732. From the results of these calculations, this research model can be stated to have good goodness of fit.

In the path coefficients test, it is used to show how strong the effect or influence of the inendogen variable is on the endogen variable. Based on the inner model scheme, it can be explained that the path coefficients of model 1 are shown from the customer

orientation path towards disruptive innovation of 2,934 and the competitor orientation path towards disruptive innovation amounting to 2,924. Furthermore, the path coefficients of model 2 are shown from the customer orientation path to export marketing performance of 2,263; competitor orientation path to export marketing performance of 0.082; and the disruptive innovation path to export marketing performance is 3,523.

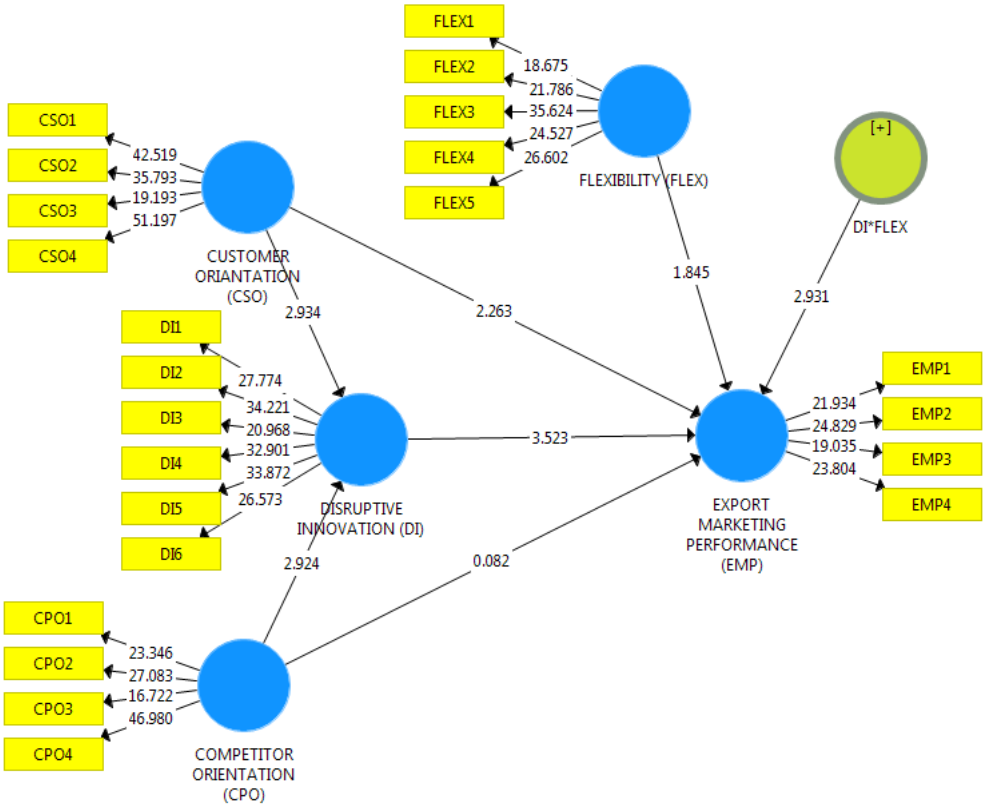

Figure 2. Inner model

Based on the explanation of these results, it shows that all variables in this model have path coefficient values with positive values. This shows that the greater the path coefficient value of an inendogen variable on the endogen variable, the stronger the influence between the inendogen variables on the endogen variable.

Based on the Smart-PLS results, testing the hypothesis for direct effects is by looking at the results of the path coefficents calculation, while testing the hypothesis for indirect effects is by looking at the results of the specific indirect effects calculation.

Table 7. Hypothesis testing.

	T Statistics (|O/STDEV|)	P Values
Customer Orientation-> Export Marketing Performance	2.263	0.024
Competitor Orientation->Export Marketing Performance	0.082	0.935
Disruptive Innovation ->Export Marketing Performance	3.523	0.000
Customer Orientation->Disruptive Innovation	2.934	0.003
Competitor Orientation->Disruptive Innovation	2.924	0.004
Customer Orientation->Disruptive Innovation->Export Marketing Performance	2.286	0.022
Competitor Orientation->Disruptive Innovation-> Export Marketing Performance	2.279	0.023

	T Statistics (|O/STDEV|)	P Values
DI*Flex->Export Marketing Performance	2.931	0.004

The first hypothesis tests whether competitor orientation influences export marketing performance. The test results show a t statistic of 2.263 and p value of 0.024 < 0.05, so the first hypothesis is accepted, meaning that the customer orientation variable has significant effect on export marketing performance.

The second hypothesis tests whether competitor orientation influences export marketing performance. The test results show a t statistic of 0.082 and p value of 0.935 > 0.05, so the second hypothesis is rejected, meaning that the competitor orientation variable has no significant effect on export marketing performance.

The third hypothesis tests whether disruptive innovation has an effect on export marketing performance. The test results show a t statistic of 3.523 and p value of 0.000 < 0.05, so the third hypothesis is accepted, meaning the Disruptive innovation variable has a significant effect on export marketing performance.

The fourth hypothesis tests whether customer orientation influences disruptive innovation. The test results show at statistic of 2.934 and a p value of 0.003 < 0.05, so the fourth hypothesis is accepted, meaning that the customer orientation variable has a significant effect on Disruptive innovation.

The fifth hypothesis tests whether competitor orientation influences disruptive innovation. The test results show at statistic of 2.924 and a p value of 0.004 < 0.05, so the fifth hypothesis is accepted, meaning that the competitor orientation variable has a significant effect on Disruptive innovation.

The sixth hypothesis tests whether customer orientation influences export marketing performance through disruptive innovation. The test results show the t statistic is 2.283 and the p value is 0.022 < 0.05, so the sixth hypothesis is accepted, meaning the indirect influence of customer orientation on export marketing performance through disruptive innovation is significant.

The seventh hypothesis tests whether competitor orientation influences export marketing performance through disruptive innovation. The test results show a t statistic of 2.279 and a p value of 0.023 < 0.05, so the seventh hypothesis is accepted, meaning the indirect influence of competitor orientation on export marketing performance through disruptive innovation is significant.

The eighth hypothesis tests whether the effect of disruptive innovation on export marketing performance moderated flexibility. The test results show a t statistic of 2.931 and a p value of 0.004 < 0.05, so the eight hypothesis is accepted, meaning the effect of disruptive innovation on export marketing performance moderated flexibility.

These findings prove that customer orientation has a positive and significant effect on the export marketing performance of coffee MSMEs in Central Java, Indonesia. These findings can confirm research by Tjahjadi et al. (2020) which reports that there is a positive influence of market orientation on company performance. Customer-oriented companies play an important role in achieving successful business processes and sustainable performance. This finding is also in line with research by Acikdilli (2015) and Udriyah et al. (2019) that customer orientation has a positive effect on SME performance. Findings of Cross et al. (2007), Retnaningsih et al. (2024), Frambach et al. (2016), Ni'mah and Umroh (2024), Tami and Nuvriasari (2023), Mariam et al. (2024), and Yeo et al. (2019) also obtained consistent results that customer-focused market orientation has a positive effect on company performance. Companies that have a higher customer orientation will

be increasingly able to fulfill customers' desires and needs so that they can increase superior value which will contribute to improving their business performance.

Competitor orientation in the research did not have a significant effect on the export marketing performance of coffee MSMEs in Central Java, Indonesia. This can be caused by various factors, including because competitors in the export market have a competitive advantage, especially those that already have a large market share. So the level of export marketing performance will be determined by the competitive ability of coffee MSME players. Therefore, MSMEs need to develop the ability to determine the right competitive strategy. This finding is in line with the opinion of Julian and Ahmed (2005), that competitor analysis must be carried out continuously. Therefore, companies need to increase their knowledge to understand competitors, as well as prepare appropriate strategies to be able to win competition with competitors so that higher competitor orientation will have an impact on increasing export marketing performance. These findings cannot confirm the results of previous research conducted by Tjahjadi et al. (2020), Mariam et al. (2024), Rokhman (2019), and Yulianthini et al. (2021) that competitor orientation has a positive effect on company performance.

Disruptive innovation has a positive and significant effect on the export marketing performance of coffee MSMEs in Central Java, Indonesia. The implication of these findings is that companies that implement disruptive innovation practices will encourage the creation of value for customers, which is useful as a strategy to win competition in the export market so that it will make a positive contribution to export market performance. Increasing product sales is an indicator of export marketing performance. These findings can confirm previous research conducted by Pla-Barber and Alegre (2007), Tavassoli (2018), Demirel and Yayla (2022), Prifti and Alimehmeti (2017), and Narsa et al. (2019) reported the positive influence of innovation on company performance. In particular, these findings can confirm the research of Singh and Hanafi (2019), Mookerjee and Rao (2021), Odey and Ebri (2022), and Nusa et al. (2023) stated that disruptive innovation has a positive influence on SME performance.

Customer orientation also has a positive and significant influence on disruptive innovation in coffee MSMEs in Central Java, Indonesia. The implication of these findings is that customer-oriented companies will increase the company's understanding of meeting buyers' needs in export markets through creating value that is superior to competitors. This will encourage the success of disruptive innovation practices. Therefore, companies that implement customer orientation need to increase service commitment and service ethics commitment, increase understanding of customer needs and strive to always provide satisfaction to customers. This finding is in line with Narver and Slater (1990) theory that customer orientation is related to increasing customer value. Sufficient understanding of customers includes providing value to customers that outperforms competitors, so that this can support companies to create new product innovations according to customer needs. This finding is in line with research by Alhakimi and Mahmoud (2020) customer orientation can encourage companies to innovate, so that companies will be motivated to discover something new by carrying out activities on services, systems, processes and so on. This finding also supports the research of Na et al. (2019) and Ocampo et al. (2018) which found that customer orientation has a positive influence on innovation. In particular, competitor orientation from these findings has a positive and significant influence on disruptive innovation in coffee MSMEs in Central Java, Indonesia. The implication of these findings is that disruptive innovation practices can achieve success if the company has a higher competitor orientation. Therefore, companies must continue to monitor competitors'

weaknesses/strengths, monitor competitors' activities and strategies as well as information on competitors' new products. The higher competitor orientation will encourage companies to develop more innovative technology that will provide comfort and satisfaction beyond its competitors. These findings can confirm the research results of Ocampo et al. (2018) which stated that there is a positive influence of competitor orientation on innovation carried out by companies. Competitor orientation is a determining factor in innovation, and especially in the success of marketing new products, so that knowledge about competitor activities allows companies to make decisions about products to be developed to achieve competitive advantage. These findings also support research by Bamfo and Kraa (2019), competitor orientation is an important predictor of innovation, therefore companies that are actively involved in responding to competitors' movements will provide positive benefits for innovation success.

The role of disruptive innovation in mediating the influence of customer orientation on export marketing performance shows significant results. These findings provide strategic implications for coffee exporting MSMEs in Central Java, Indonesia, that increasing export marketing performance can be achieved if MSMEs are first able to create disruptive innovation that can outperform competitors in the export market. The disruptive innovation process implemented can achieve success if MSMEs are able to collect information related to customer needs and monitor competitors' strengths, weaknesses and strategies continuously. These findings can confirm research by Rahman et al. (2021) that market orientation is an important antecedent for innovation, so that a higher competitor orientation will increase the effectiveness of innovation practices carried out by companies which will contribute to improving business performance. These findings support the research of Sundström et al. (2021), in facing internationalization, SMEs need to develop a market-oriented business model because this will provide benefits in creating effective disruptive innovation for the international buyer chain. Customer orientation and competitor orientation are very necessary because they encourage the success of disruptive innovation practices which will increase buyer value in international markets so that they can have an impact on improving export marketing performance. Akpan et al. (2022) reported that a company's success in implementing disruptive innovation will improve marketing performance, therefore marketers need to understand and use the latest innovations to connect with their customers. Several innovations have disrupted the business world which has had an impact on marketing performance, therefore the existence of disruptive innovation was created as an innovation that can change products that were previously difficult to reach or expensive to become more affordable, simple, easily accessible thereby increasing convenience for buyers. Companies that are able to create high levels of disruptive innovation tend to provide superior value to customers so that they can encourage competitive advantage which will have an impact on business performance (Akpan et al., 2022).

These findings successfully prove that the moderating role of flexibility can strengthen the positive influence of disruptive innovation on the coffee export marketing performance of MSMEs in Central Java, Indonesia. MSMEs that implement disruptive innovation can improve export performance while having high flexibility. MSME players who are able to implement disruptive innovation effectively and quickly respond to uncertainty in the export market will gain profits from their sales activities so that the export performance achieved will be more optimal. These findings support previous research by Singh and Hanafi (2019), Mookerjee and Rao (2021), Odey and Ebri (2022),

and Nusa et al. (2023) states that increasingly disruptive innovation will improve the performance of SMEs. This finding is also in line with research by Arshad et al. (2018), organizational flexibility has a positive effect on SME performance because the higher the flexibility, the more the organization will be able to manage uncertainty in the export market and tend to capture creativity and opportunities more quickly, thus having an impact on improving performance. business. In this way, disruptive innovative interactions and greater flexibility can improve export marketing performance.

Discussion

The significant effect of customer orientation on export marketing performance indicates that MSMEs generate stronger outcomes when market intelligence is translated into superior buyer value, service commitment, and responsiveness to export requirements. According to Cadogan et al. (2009), export market orientation supports international performance by enabling firms to align their activities with foreign-market needs, while Morgan et al. (2012) emphasize the importance of marketing capabilities in converting market knowledge into export results. Conversely, the insignificant direct effect of competitor orientation suggests that monitoring rivals alone does not automatically improve performance unless the acquired intelligence is transformed into actionable capabilities. This pattern supports SDG 8 because customer-responsive and capability-based export strategies can strengthen the competitiveness and economic resilience of coffee MSMEs, thereby contributing to more sustainable enterprise growth (Tjahjadi et al., 2020).

The mediation results clarify that disruptive innovation is the principal mechanism through which both customer and competitor orientation enhance export marketing performance. Market-oriented information enables MSMEs to redesign products, processes, transaction systems, and buyer interactions in ways that are more accessible, efficient, and differentiated. Sundström et al. (2021) found that market-oriented business models facilitate the internationalization of disruptive innovations among SMEs, and Akpan et al. (2022) similarly showed that disruptive technologies improve marketing performance by strengthening firms' connections with customers. The finding that competitor orientation becomes significant only through disruptive innovation is theoretically important: competitive intelligence produces value when it triggers innovation rather than remaining a passive monitoring activity. This mechanism is closely aligned with SDG 9, particularly the development of innovation capabilities and resilient industrial competitiveness among small enterprises (Na et al., 2019).

The significant interaction between disruptive innovation and flexibility demonstrates that innovation yields stronger export outcomes when MSMEs can rapidly reconfigure production, resources, and competitive responses. Flexibility therefore acts as an adaptive capability that reduces the risk that promising innovations become obsolete or poorly matched to volatile export conditions. According to Dewsnap et al. (2020), organizational flexibility is especially important in turbulent environments because it allows firms to respond more quickly and preserve relationship quality. Consistent with this argument, organizational flexibility has been associated with improved SME performance by enabling firms to capture emerging opportunities under uncertainty (Arshad et al., 2018). The combined role of disruptive innovation and flexibility links SDG 8 and SDG 9: innovation supports productivity and market upgrading, while adaptive capacity helps coffee-exporting MSMEs sustain participation in international markets and build more resilient growth trajectories (Shen et al., 2024).

CONCLUSION

Fundamental Finding: The study demonstrates that export marketing performance among coffee MSMEs is driven not merely by market orientation itself but by the firm's ability to convert market knowledge into disruptive innovation and deploy that innovation flexibly. Customer orientation has a significant direct effect, whereas competitor orientation requires disruptive innovation to become performance-enhancing. The strong mediating effect of disruptive innovation and the moderating effect of flexibility complete the proposed explanation of how export-oriented MSMEs can transform information into superior outcomes. **Implication:** Managers should institutionalize customer feedback, competitor intelligence, experimentation, digital transaction processes, and flexible resource allocation as an integrated capability system. This configuration can help MSMEs improve export sales, profitability, transaction frequency, and market coverage while supporting SDG 8 through resilient enterprise growth and SDG 9 through innovation-driven competitiveness. **Limitation**: The study is limited to 116 coffee-exporting MSMEs in Central Java and uses cross-sectional, self-reported questionnaire data. The model includes only customer orientation, competitor orientation, disruptive innovation, flexibility, and export marketing performance; therefore, causal interpretation and generalization to other regions, sectors, and institutional contexts should be made cautiously. **Future Research:** Future studies should use longitudinal or multi-country designs, larger probability-based samples, and objective export indicators. Researchers may extend the model by examining digital capability, sustainability orientation, supply-chain resilience, institutional support, green innovation, or export-market turbulence as mediating or moderating variables. Comparative studies across agricultural export sectors would further clarify whether the SDG-aligned innovation-flexibility mechanism identified here is context-specific or broadly transferable.

AUTHOR CONTRIBUTIONS

Rohwiyati conceptualization, methodology, investigation, data curation, and writing-original draft. **Tulus Haryono** supervision, validation, and writing-review and editing. **Ahmad Ikhwan Setiawan** methodology, formal analysis, and validation**. Lilik Wahyudi** theoretical development and writing-review and editing. **Tri Darsono** software, data analysis, and visualization. **Sulisty** resources, project administration, and writing-review and editing. All authors reviewed and approved the final manuscript.

CONFLICT OF INTEREST STATEMENT

The authors declare that there is no conflict of interest regarding the publication of this research. The research was conducted independently, and there were no financial, institutional, or personal relationships that could influence the findings and interpretation presented in this article.

ETHICAL COMPLIANCE STATEMENT

This research complied with ethical principles in qualitative research. The identities of participants and organizations were anonymized to maintain confidentiality. Data collection was conducted through voluntary participation, and participants provided informed consent before interviews and observations were conducted.

STATEMENT ON THE USE OF AI OR DIGITAL TOOLS IN WRITING

The authors declare that artificial intelligence (AI)-based tools were not used to generate research data, conduct analysis, or replace academic judgment in the research process. AI tools, if utilized, were only applied as supporting instruments for language improvement, proofreading, and enhancing manuscript readability. The authors remain fully responsible for the accuracy, originality, and integrity of the research content.

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