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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 US\$ 1,120 billion. Different