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Market Orientation, Export Marketing Performance, and the Mediating Role of Product Adaptation Strategy in Indonesian Coffee Smes

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Abstract

The development of market orientation theory as a key element in improving company export marketing performance, it turns out that studies on the export marketing performance of small and medium enterprises (SMEs) in Indonesia are still very lacking. Two dimensions of market orientation, namely customer and competitor orientations, are analyzed as constructs to prove their resilience to increasing the export performance of coffee SMEs in Indonesia. Arguments from a theoretical point of view are used to separate customer and competitor orientations. The aim of this research is to empirically examine customer and competitor orientations on SMEs export marketing performance separately. Apart from that, this research also examines the role of product adaptation strategies in encouraging the export marketing performance of SMEs in Indonesia. The sample for this research was 97 SME coffee farmers in Central Java who met the requirements to be used in the research. Data analysis used Partial Least-Square Structural Equation Modeling (PLS SEM). The sample criteria for this research were specific to coffee SMEs that exporting. Therefore, it will strengthen the generalization of previous research results. Samples were obtained from the Central Java coffee SME database published by the Indonesian Central Java Province Agriculture and Plantation Service, using a non-random sampling technique. The findings of the research indicate that product adaptation strategy is proven to mediate the relationship among customer and competitor orientation and export marketing performance. Customer orientation was found to have no significant relationship with export marketing performance, while competitor orientation and product adaptation strategy were found to positively influence export marketing performance. The role of product adaptation strategy as a mediator of the relationship between customer orientation and competitor orientation on export marketing performance opens the way for further research in other developing countries. By examining the concepts of customer and competitor orientation separately but in relationship, we validate support for this argument from both methodological and theoretical viewpoints.

Keywords: market orientation, customer orientation, competitor orientation, product adaptation strategy, export marketing performance.

1. Introduction

Coffee is one of Indonesia's favorite exports from plantations. Data from the International Coffee Organization (ICO) in 2021, Indonesia is the 4th largest coffee exporting country in

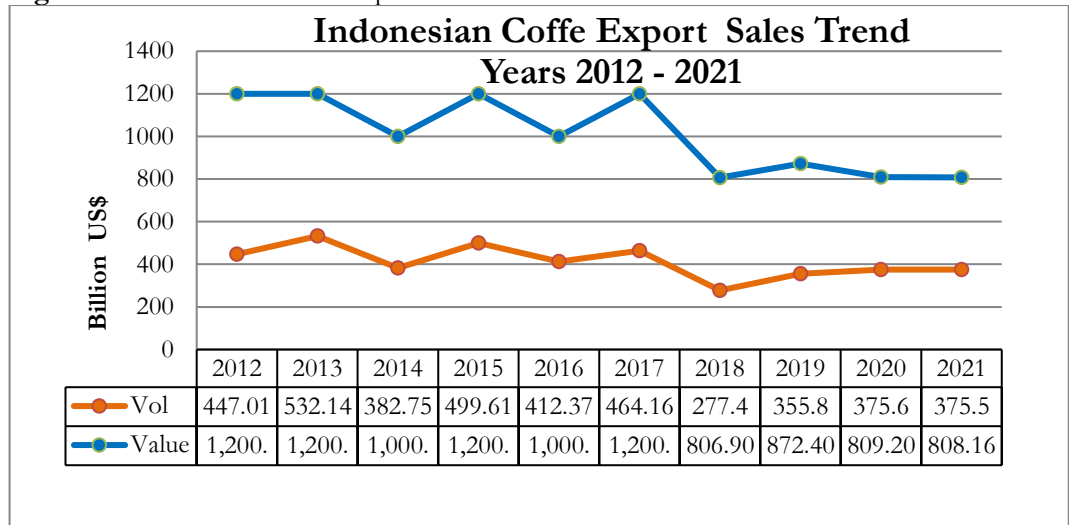
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the world after Brazil, Vietnam and Colombia with total coffee exports of 375,555.9 tonnes per year and a total export transaction value reaching US\$ 808,158.9 dollar as shown in figure 1 below:

Figure 1. Indonesian Coffee Export Sales Trend Years 2012 – 2021.



Source: <https://www.ico.org>, processed 2023.

Nevertheless, the trend in Indonesian coffee export sales 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 tonnes with a sales value of US\$ 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. This condition is unfavorable for Small and Medium Enterprises (SMEs) that export coffee and the Indonesian government. According to data from the Ministry of Cooperatives, Small and Medium Enterprises, the number of SMEs in Indonesia in 2018 was recorded at 64.2 million or 99.99% of the number of business actors in Indonesia (<http://kemenkeu.go.id>). The contribution of SMEs to the Gross Domestic Product (GDP), as one of the important pillars that supports the Indonesian economy, was recorded quite significantly at 61.1%. Meanwhile, the remaining 38.9% was contributed by large business actors, which amounted to only 5,550 or 0.01% of the total business actors in Indonesia. Moreover, the contribution of SMEs to national labor absorption is also recorded as reaching 97% of the labor absorption capacity in the business world.

The main objective of this article is to examine the role of product adaptation strategies in mediating the influence of customer orientation and competitor orientation on the export marketing performance of coffee SMEs in Indonesia. Export marketing has different characteristics from international one. In the international marketing, the products being marketed can be produced in each destination country (Kotabe & Helsen, 2010). This is different from export marketing where the product/or service being marketed is a domestic product/or service (Doole & Lowe, 2008). Thus, export marketing does not only provide benefits for SMEs, but it can further contribute to a country's foreign exchange earnings.

In this paper, we only involve two dimensions of market orientation, namely customer and competitor orientations from the perspective of corporate culture. This is based on the fact

that the majority of SMEs in Indonesia have a very simple structure where the owner is also the manager. Another unique condition found is that the majority of SMEs in Indonesia still lack experience and are constrained by access to export market information. Several studies conducted in Indonesia also found that many SMEs still have problems with access to capital (Huda, 2012) and limited human resources and educational levels are some of the causes of their low knowledge of marketing concepts (Nuryakin, 2018).

As a business culture, market orientation has been widely implemented not only in large companies but also in small and medium businesses (Genc et al., 2019; Iyer et al., 2019). Meanwhile, Narver & Slater (1990) emphasized that market orientation plays an important role in improving marketing performance. From a business perspective, market orientation focuses on customer needs and wants and the environment that influences them. Although several studies have provided a lot of empirical evidence regarding the importance of market orientation in improving marketing performance (Salyova et al., 2015; Sarker & Palit, 2015; Buli, 2017), in the context of SME export marketing in developing countries, research regarding customer orientation and Competitor orientation is still limited.

Despite the importance of market orientation, in this paper, we focus our examination on the role of product adaptation strategies in mediating customer orientation and competitor orientation on the export marketing performance of SMEs. In the context of export marketing, understanding customers and competitors is not a simple matter for SMEs to improve their export marketing performance. Apart from the fact that the majority of coffee SMEs in Indonesia still lack experience, the high complexity of the coffee export marketing environment in destination countries is also an obstacle for SMEs. Thus, it is important for SMEs to determine a marketing strategy for their products that is appropriate to the export destination country to improve their marketing performance.

In essence, the degree of product adaptation to the export market is greatly influenced by the characteristics of a product (Zaiem & Zghidi, 2011). This is an important part of the business process that provides direction regarding the marketer's subjective understanding of everything the company can offer to meet the needs and satisfaction of its consumers to achieve company goals. In relation to export marketing performance, the choice of marketing mix strategy is strongly influenced by product characteristics (Lages, 2000). According to Zaiem & Zghidi (2011), testing export marketing performance in non-durable product groups is more appropriate using a product adaptation strategy.

This study investigates whether market orientation, in this case, customer orientation and competitor orientation, can separately influence the export marketing performance of SMEs. Second, we investigated how important the role of export marketing strategy is in mediating the influence of customer orientation and competitor orientation on improving the export marketing performance of SMEs. Despite the important role of market orientation and product adaptation strategies, there is still limited research on export marketing in SMEs in developing countries. Thus, this research can make a contribution in at least two ways. Firstly, it adds to the literature regarding the important role of market orientation on the export marketing performance of SMEs in developing countries. Second, we explore the important role of product adaptation strategies in improving the export marketing performance of SMEs, especially for non-durable products.

2. Literature Review and Hypothesis Development

2.1 Market Orientation

The study from Narver & Slater (1990) regarding market orientation (MO) has become an important finding that is able to explain company performance (Iyer et al., 2019). Narver & Slater (1990) views market orientation from an organizational culture perspective based on three aspects, namely (1) customer orientation; (2) competitor orientation, and (3) inter-functional coordination. As an important element in improving marketing performance, MO views organizational culture as the most effective way to create superior customer value and superior performance.

In this paper, we only involve two dimensions of market orientation, those are customer orientation and competitor orientation from the perspective of corporate culture. This is supported by arguments from a theoretical point of view put forward by several researchers (Sorensen, 2009; Herhausen, 2011; Chung, 2012; Lengler et al., 2013) who emphasize that market orientation, especially customer orientation and competitor orientation, is possible to carry out independent testing. separate from inter-functional coordination. Besides, the majority of SMEs in developing countries such as Indonesia have a very simple structure where the owner doubles as the SME manager. This MO concept explains that to achieve sustainable competitive advantage, companies are required to be able to meet customer needs much better than their competitors. The customer knowledge process refers to a series of behavioral activities that generate customer knowledge related to current customer needs and potential new products. The competitor knowledge process involves a series of behavioral activities that generate knowledge about competitors' products and strategies.

2.2 Customer Orientation

Customer orientation is believed to be the best way for sellers to gain sufficient understanding about customers and to create superior value on an ongoing basis. Narver & Slater (1990) stated that by understanding customer needs, companies can acquire and retain their customers. Several previous studies have revealed the fact that customer orientation significantly influences a company's business performance (Alpkan et al., 2012; Sarker & Palit, 2015; Lages & Lages, 2002). Another view regarding the importance of customer orientation was also put forward by Kohli & Jaworski (1990), namely as a way to find out what customers want. This can be done by collecting various information about customers. Yet, in relation to coffee export marketing performance by SMEs, sellers are not only required to understand the desires and needs of customers, but also need to understand the complexity of the coffee marketing environment in the destination country. This condition requires SMEs to be able to determine the most appropriate strategy for the export destination country to improve their marketing performance.

Thus, customer orientation plays a very important role in facilitating companies to develop a marketing-mix strategy concept (product, price, place, promotion) that is customer-oriented (Ozkaya et al., 2015). Instilling customer-oriented cultural values in all individuals in the company will be able to increase the company's customer knowledge competency (Naver & Slater, 1990). Thus, a customer orientation culture will encourage company behavior to increase competence in gathering customer information about current and future needs, background, customer behavior, lifestyle, culture and the customer's external environment which leads to the creation of company strategy.

In export marketing, Onkvisit & Shaw (2004) state that the marketing-mix strategy (product, price, place, promotion) must be adapted according to the level of need. This is because the various decisions taken in export marketing are not only influenced by the external environment within the country, but are also influenced by the external environment in the export destination country, where there are differences in the cultural, legal, political and monetary system environments. Therefore, the key factor in an export marketing strategy is the selection of a marketing-mix adaptation strategy which can be broken down into adaptation strategies for each element.

Even though the four marketing-mix elements are a marketing strategy that supports each other, the product adaptation strategy is the heart of the marketing-mix strategy (Horska & Ubreziova, 2007). If a product fails to satisfy the needs of end users or customers, then no other efforts can be made on other marketing-mix components (Albaum & Duerr, 2011). Based on the arguments above, we hypothesize that:

H1a: *Customer orientation is significantly and positively related to export marketing performance..*

H1b: *Customer orientation is significantly and positively related to product adaptation strategies.*

2.3 Competitor Orientation

Like customer analysis, competitor analysis must also be carried out through market understanding. Competitor orientation is a company's understanding of the short-term strengths and weaknesses, as well as the long-term capabilities and strategies of current and potential competitors (Narver & Slater, 1990). In other words, customer orientation is a reflection of the company's cultural norms towards its competitors (Li & Calantone, 1998). Thus, customer orientation has an important role in directing, motivating and building knowledge about the company's competitors.

In the export market, competition occurs not only with competing exporters, but also with local producers (Julian & Ahmed, 2005). For that, companies need to increase their knowledge to understand competitors, as well as prepare the right strategy to be able to win the competition with competitors. In this case, the collection and use of information is positively related to export performance (Cadogan et al., 2002). Several studies have found evidence that competitor orientation has a significant influence on business performance (Acikdilli et al., 2020; Udriyah et al., 2019; Dimitratos & Elbanna, 2019).

The success of export marketing is also determined by the alignment between the export marketing strategy and the company's internal and external environment. This is because exports are seen as a company's strategic response to internal and external company factors that influence each other (Cavusgil & Zou, 1994). According to Aaby & Slater (1989) a company's external environment can include macroeconomic, social, physical, cultural and political factors which can then influence management, behavior and export performance. Meanwhile, the company's internal environment is factors that the company can be control, which are divided into three groups, namely company characteristics, company competence and company strategy. Based on the arguments above, we hypothesize that:

H2a: *Competitor orientation is significantly and positively related to export marketing performance.*

H2b: *Competitor orientation is significantly and positively related to product adaptation strategy.*

2.4 Product Adaptation Strategy

Export marketing strategy is a policy or plan adopted by a company with the aim of helping products and services penetrate foreign markets (Dolatabadi et al., 2013). This strategy is

focused on creating and implementing the export marketing mix such as product strategy, pricing strategy, distribution strategy and promotion strategy. Kotler (2010) states that in the export market, companies must be able to determine the adaptation strategy that best suits the conditions in the export destination country. This is based on the fact that there are differences in market and consumer characteristics in each export destination country which can be achieved with different marketing strategies.

Based on the arguments above, we hypothesize that:

H3a: *Product adaptation strategy is significantly and positively related to export marketing performance.*

H3b: *Product adaptation strategy mediates the relationship between customer orientation and export marketing performance.*

H3c: *Product adaptation strategy mediates the relationship between competitor orientation and export marketing performance.*

3. Research Methods

3.1 Measurement

This research adopts Julian & Ahmed's (2005) measurements; Lee & Griffith (2004); and Kandemir (2005) and modified according to this research. The measurement of this research variable items uses a 5 point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Three academics who have expertise in this field were involved to assess the content validity of the questionnaire items. The questionnaire was prepared in Indonesian and then translated into English by the researcher and translated again into Indonesian which was then revised to avoid any differences in meaning. The next stage is to conduct a trial through mini research by distributing questionnaires to respondents to determine the clarity of the language used in this questionnaire. These three stages are important to maintain the quality of the questionnaire (Berhn, 2017).

3.2 Place and Time of Research

This research was conducted in twenty-one regions in Central Java province. The choice of region was based on the fact that in Central Java province there is significant potential for coffee SMEs to export coffee abroad. This research design uses a cross-sectional study, where data is collected at a certain time from the target population. Data collection was carried out for approximately 3 months, starting from May to July 2022.

The unit of analysis for this research is coffee SMEs that have exported for at least the last three years and are considered to have sufficient knowledge of business performance (Quaye et al., 2017). This research uses the definition of SMEs in Indonesia which is used to determine the unit of analysis. According to the Republic of Indonesia's statutory regulations No. 20 of 2008 concerning SMEs, the maximum capital limit for SME businesses is IDR 10,000,000,000.00 (ten billion rupiah) excluding the land and buildings of the business premises with a maximum annual sales proceeds of 50,000,000.00, 00 (fifty billion rupiah).

3.3 Population and Research Sample

The population of this research is coffee SMEs in Central Java that have exported. Population data was obtained from the 2020 Central Java Coffee Book published by the Central Java Provincial Agriculture and Plantation Service. There are 241 coffee SMEs spread across 21

regions in Central Java. Considering the relatively small population size, the sampling technique was carried out using a census or what is known as a saturated sampling technique. Sekaran (2003) states that the census or saturated sampling technique is a technique that uses all members of the population as samples. For the purposes of administering the questionnaire, the author conducted training for 10 field researchers. The questionnaire was delivered directly to coffee SME business owners and managers. This questionnaire is anonymous and confidential.

In an effort to reduce common-method variance (CMV), two data sources were taken from each coffee SME with the same questionnaire, for example a questionnaire as an owner and manager, or a questionnaire as an owner who is also a manager and employee. Of the total 241 coffee SMEs, only 97 SMEs met the requirements for research. Meanwhile, the rest cannot be used because they do not comply with the specified criteria.

4. Data Analysis

4.1 Factor Analysis, Reliability and Validity

Factor analysis is used to test measurement dimensions with a multivariate data structure to identify the latent variable structure (Hair et al., 2009). The first step of this analysis is to measure the construct reliability of all research constructs. Table 2 below presents the composite reliability (CR) and average variance extracted (AVE) values for each factor. The composite reliability value has a value above the recommended threshold, namely 0.7, which indicates high internal consistency of each construct (Hair et al., 2009). Likewise, for the average value of the extracted variants, all of them show values above the recommended threshold of 0.5 (Hair et al., 2009). In addition, the reliability value of each item also shows a value above 0.6, therefore convergent validity is verified.

Table 2: Descriptive Analysis, Ave and Cr.

Constructs and Item	F/L	Mean
Customer Orientation (AVE: 0.698; CR:0.902)		
Monitor customer service	0.871	4.34
Prioritize customer service ethics	0.926	4.47
Competitive advantage	0.801	4.41
Measuring customer satisfaction	0.730	4.27
Competitor Orientation (AVE: 0.684; CR: 0.896)		
Competitors weaknesses/strengths	0.882	4.42
Monitoring competitor activities	0.877	4.27
Discuss competitors' strategies	0.827	4.51
Competitors' new products.	0.710	4.16
Product Adaptation Strategy (AVE: 0.725; CR: 0.888)		
Adaptation on quality	0.816	4.28
Adaptation on competitive prices	0.906	4.33
Adaptation on products processing	0.830	4.21
Export Marketing Performance (AVE: 0.561; CR: 0.835)		
Increase in export profit	0.741	4.00
Export sales growth	0.801	3.86
Increase in the sales frequency	0.628	3.74
Export marketing area	0.810	4.00

The next step is to carry out a discriminant validity test which is done by comparing the variant value of a construct with the value of other constructs from the square root of the AVE value of each construct. The method used in this test uses the heterotrait-monotrait correlation ratio (HTMT) with a cut-off value of 0.85 (Henseler et al., 2015). Table 3 below shows that all HTMT values are less than 0.85, thus discriminant validity can be verified.

Table 3: Htmt Analysis.

Constructs	1	2	3	4
Competitor Orientation				
Customer Orientation	0.664			
Export Marketing Performance	0.787	0.645		
Product Adaptation Strategy	0.615	0.633	0.828	

After testing the measurement model or outer model, the next stage is to test the inner model. This test is carried out by measuring the Goodness of Fit Index (GoF) which is calculated from the root of the product of the average variance extracted (AVE) with the R² of the model. Meanwhile, Q-square predictive is obtained from the R² formulation for each endogenous variable. Table 4 below presents the calculation results for the R square value and average variance extracted (AVE). In general, the AVE value for each variable shows a score above the recommended minimum level, which is 0.6, except for export marketing performance (Hair et al., 2021)

Table 4: Goodness of Fit Index & Q-Square Predictive.

Dimension	R²	AVE
Customer Orientation	-	0.698
Competitor Orientation	-	0.684
Product Adaptation Strategy	0.391	0.725
Export Marketing Performance	0.565	0.561
Average	0.478	0.667
$GoF = \sqrt{0.478 \times 0.667} = 0.565$		
$Q\text{-square predictive} = 1 - (1-0.391)(1-0.565)(1-0.478) = 0.862$		

Based on the results of the Q-square predictive relevance calculation (Table 4), a value of 0.862 or 86.2% was obtained. For that, it can be stated that the model is categorized as good and is able to explain Export Marketing Performance of 86.2%. Meanwhile, the remaining 13.8% is explained by other variables that have not been included in the research model.

4.2 Hypothesis Test

Hypothesis testing of the relationship among customer orientation, competitor orientation and product adaptation strategy with the export marketing performance of Coffee SMEs was carried out using PLS SEM. Model testing with PLS SEM was implemented based on several reasons, namely (1) the model used was a structural model which was more suitable to be presented in a system of equations (recursive model) and the variables used were latent variables (Hair et al., 2021), and (2) PLS SEM can avoid problems caused by its small sample sizes (Henseler et al., 2009). Table 5 below presents the results of PLS SEM bootstrapping for path coefficient testing and Table 6 is for testing specific indirect effects.

Table 5: Path Coefficient.

Hypothesis	Relationships	Path Coefficient	STDEV	t-statistics	Explanation
H1a	Customer Orientation → Export Marketing Performance	0.082	0.109	0.756	Not Supported
H1b	Customer Orientation → Product Adaptation Strategy	0.377	0.119	3.175***	Supported
H2a	Competitor Orientation → Export Marketing Performance	0.376	0.096	3.894***	Supported
H2b	Competitor Orientation → Product Adaptation Strategy	0.322	0.123	2.625***	Supported
H3a	Product Adaptation Strategy → Export Marketing Performance	0.414	0.095	4.368***	Supported

Note: *** Significant at 0.01.

Table 6: Specific Indirect Effect.

Hypotehsis	Relationships	Path Coefficient	STDEV	t-statistics	Explanation
H3b	Customer Orientation → Product Adaptation Strategy → Export Marketing Performance	0.156	0.057	2.726***	Supported
H3c	Competitor Orientation → Product Adaptation Strategy → Export Marketing Performance	0.133	0.061	2.190**	Supported

Note: ** Significant at 0.05; *** Significant at 0.01.

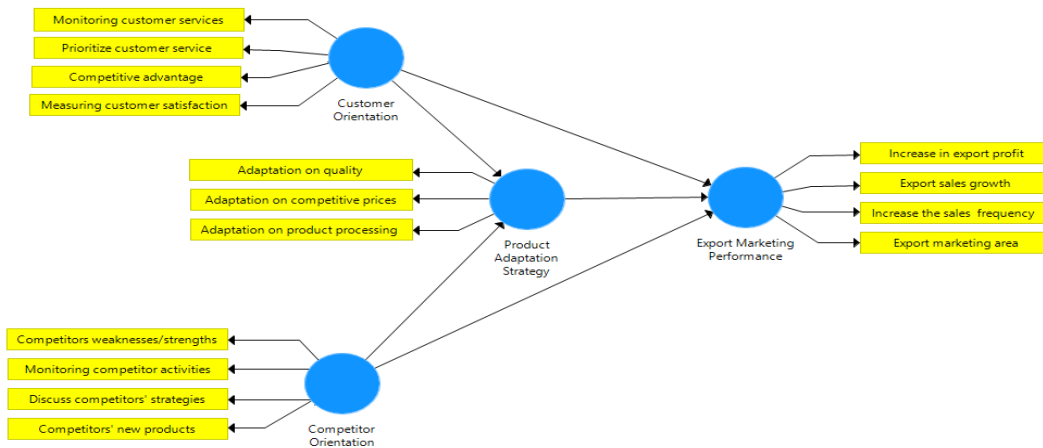


Figure 2. Structural Model

5. Discussion

The research results show that there is no relationship between customer orientation and export marketing performance. This finding is consistent with Atuahene-Gima & Wei (2011) who stated that customer understanding of desires and needs alone is not enough to improve

the marketing performance of a company's products. The insignificant relationship between customer orientation and export marketing performance shows the high complexity of the coffee export marketing environment in the destination country. Meanwhile, the lack of export experience can be an obstacle for coffee MSMEs in their efforts to create an organizational culture that focuses on export market customers. This condition can be observed from the respondents used in this research, that of the 97 coffee MSMEs, only 11 businesses (11.34%) are included in the medium business group, while the majority of respondents, namely 86 businesses (88.66%) are included in the medium business group. micro and small businesses. Thus, MSMEs need to integrate their market knowledge with appropriate marketing strategies to create various product concepts that are able to meet customer expectations in destination countries. (Atuahene-Gima & Wei, 2011).

The opposite results were found in testing the relationship between competitor orientation and export marketing performance which was proven to have a significant effect. This finding supports previous empirical studies conducted by Dimitratos & Elbanna (2019) and Muis (2019) which found a significant influence of competitor orientation on export marketing performance. This finding also confirms the market orientation theory put forward by Narver & Slater (1990) in the scope of coffee MSME export marketing. In their theory, they stated that competitor orientation is an important element that can influence the competitive advantage of export marketing performance. The company builds a competitor orientation culture with the aim of encouraging better customer value creation behavior than competitors through the creation of various products that suit the desires and needs of customers in the export market. In addition, this culture focuses on various important information about competitors, competitor actions, and competitor strategies to create superior customer value in export markets.

The results of testing customer orientation and competitive orientation on product adaptation strategies show a positive and significant influence. Another important result is that the product adaptation strategy is proven to be able to mediate the influence of customer orientation and competitor orientation on export marketing performance. We also show that there is a direct influence of product adaptation strategies on export marketing performance.

One of the determining factors for the success of export marketing is the alignment between the export marketing strategy and the company's internal and external environment. This is because exports are seen as a company's strategic response to internal and external company factors that influence each other (Cavusgil & Zou, 1994). In the export market, companies must be able to determine the strategy that best suits the conditions in the export destination country. Moreover, the degree of product adaptation to the export market is greatly influenced by the characteristics of a product (Zaiem & Zghidi, 2011). In the context of export marketing of coffee as a non-durable product, using a product adaptation strategy is the right choice to help improve the export marketing performance of SMEs (Zaiem & Zghidi, 2011).

6. Conclusion

The research succeeded in providing empirical evidence regarding the importance of product adaptation strategies in improving the export marketing performance of coffee SMEs, as it has also been proven in previous studies (Cavusgil & Zou, 1994; Azizi & Sidin, 2008; Pham, 2011; Zaiem & Zghidi, 2011 ; Brei et al., 2011; Karuraranga et al., 2012; O'Dwyer & Gilmore, 2019). Apart from the importance of market orientation, the decision to choose a marketing strategy

is the key to a company's success in marketing its products in the export market (Zaeim & Zghidi, 2011). Thus, optimal synergy is needed between the company's ability to identify customer needs and the selection of appropriate marketing strategies to improve export marketing performance.

The results of this research support previous research findings that product adaptation strategies are able to mediate the relationship between the internal environment and the external environment with export performance (Cavuşgil & Zou, 1994; Zaeim & Zghidi, 2011). In relation to export marketing performance, the choice of marketing mix strategy is strongly influenced by product characteristics (Lages, 2000). According to Zaeim & Zghidi (2011), product adaptation strategies are more appropriate if it is used in testing export marketing performance on non-durable product groups, such as coffee.

The insignificant relationship between customer orientation and export marketing performance indicates the high complexity of the coffee export marketing environment in the destination country. Meanwhile, the lack of export experience can be an obstacle for coffee SMEs in their efforts to create an organizational culture that focuses on export market competitors. Thus, SMEs are required to be able to build a competitor-oriented culture to encourage better customer value creation-behavior than competitors. Understanding competitors' strengths, weaknesses, capabilities and strategies, both short and long term, is an important element that can influence a company's export marketing performance. By creating a competitor-oriented culture supported by the use of product adaptation strategies, it will help companies to improve their export marketing performance by offering various product concepts that are more effective and efficient than competitors.

7. Limitations and Future Research

The research has limitations in several ways which could result in bias in the research findings. First, this research is limited to coffee products, so that the level of generalization to other industries must be done with caution. Measuring export marketing performance is still subjective and collecting data from questionnaires also requires more in-depth study. In particular, it is necessary to develop more objective measurements, considering that previous research findings with market orientation variables still show that the results are mixed when objective performance indicators have been used (Maydeu-Olivares & Lado, 2003).

Another framework is that this research is still limited to testing marketing-mix strategies, namely through implementing product adaptation strategies to improve export marketing performance. Although product adaptation strategies play an important role in improving the export marketing performance of coffee SMEs, it is hoped that further research can develop more specific adaptation strategy concepts, for example green marketing. Furthermore, the importance of building a company culture based on market orientation and aligning it with the selection of appropriate marketing strategies, further research is expected to include government support through various policies that can encourage increased export marketing performance of SMEs in Indonesia.

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