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Mediation of Intellectual Capital in the Relationship of Industry Experience, Marketing Capability and Market Research on Strategy Creation and Value Added in the Coffee Industry in Indonesia

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ABSTRACT

In the Indonesian coffee business, this study examines the role that intellectual capital plays as a mediator between industry experience, marketing capability, market research, strategy design, and value-added outcomes. A structured survey is used to gather data from 228 stakeholders in the coffee business using a quantitative technique. Analysis using structural equation modeling (SEM) is done to look at the connections between the research variables. The results show that market research, marketing expertise, and industry experience all significantly improve strategy development and value-added results. Furthermore, intellectual capital plays a semi-mediating function in these connections, emphasizing its ability to convert market insights, industry expertise, and marketing initiatives into strategic outcomes and value generation. These results advance our knowledge of the dynamics at play in the coffee business and provide useful information to stakeholders looking to improve their competitive status and promote long-term expansion.

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1. INTRODUCTION

Indonesia's coffee business contributes significantly to state revenue and the nation's competitiveness in international trade, making it a vital sector of the national economy [1]. The coffee industry in Indonesia is confronted with obstacles such as the requirement for sustainable certification and standards, which are becoming crucial for smallholder producers in particular to gain entry to the international market [2]. Utilizing the potential of human and natural resources to display coffee farms as tourist attractions, coffee agritourism has arisen as an educational and recreational activity that supports the growth and visibility of the industry [3]. Furthermore, statistics on production, internal consumption, and export consumption were analyzed using forecasting techniques including Double Exponential Smoothing (DES) and Triple Exponential Smoothing (TES), which revealed a discrepancy between Indonesia's supply and demand for coffee [4]. As evidenced by the Almost Ideal Demand System (AIDS) model research [5], Indonesia is in rivalry with nations like Vietnam, Brazil, and Colombia in the global market.

The past few decades have seen a notable increase of Indonesia's coffee industry due to both growing domestic consumption

and increasing demands from the worldwide market. Even with this expansion, the industry still faces a number of possibilities and difficulties that call for a thorough understanding of its complexity. The bulk of coffee farms are managed by smallholder farmers, who are susceptible actors in the value chain since they participate in sustainable standards and certification programs infrequently [4]. Indonesia might find it difficult to supply the world's coffee demand until 2024, according to forecasting techniques like Double Exponential Smoothing (DES) and Triple Exponential Smoothing (TES) that are used to estimate production and consumption patterns [3]. The nation has established itself as a major participant in the global coffee market thanks to its comparative advantage in coffee production and its great competitiveness in international commerce [2]. The financial advantages that agricultural cooperatives provide have been highlighted as a way to improve the welfare and profitability of small farmers [5].

Numerous factors impact the strategic decision-making process in the coffee business of Indonesia. MSMEs are vital to the economy, and coffee shops are well-liked locations for a variety of events that draw in younger customers [6]. Coffee's contribution to national GDP and the strength of the export market demonstrate its strategic importance [2]. To capitalize on the rising demand for coffee, businesses like PT Bogor Kopi Indonesia are concentrating on market development through digital marketing [7]. Pana Coffee Company and other recent entrants highlight the need of having a solid marketing plan that makes use of the 5P Marketing Mix and SWOT analysis [8]. Sanggabuana Coffee also had marketing difficulties, which emphasizes the significance of marketing campaigns and strategic positioning for company expansion [9]. These varied perspectives highlight the significance of market analysis, value-added approaches, marketing expertise, industry experience, and strategic planning in determining the competitive dynamics of the Indonesian coffee market. Consequently, in order to improve value creation in the sector and guide strategic direction, it is imperative to thoroughly investigate the interactions among these variables.

Despite being a significant player in the world market, Indonesia's coffee sector has significant obstacles that need for quick attention and calculated action [2]–[4], [9]. The need for industry stakeholders to adapt and innovate in order to ensure sustainability and competitiveness is highlighted by problems such the low participation of smallholders in sustainability standards and certification programs, variable export performance, and diminishing competitiveness [10]. In order to successfully balance quality and price, industry participants must concentrate on strengthening the coffee value chain, expanding market access, and boosting growers' organizational capacities. This is because consumer preferences are changing quickly and competition is getting fiercer. Maintaining Indonesia's position as a significant producer and exporter of coffee requires strategic foresight and strong decision-making to capitalize on emerging possibilities and negotiate the complexity of the global coffee market.

The sustainable development and competitive positioning of the Indonesian coffee industry are impeded by a number of important concerns, notwithstanding the industry's rapid growth. These include inadequate use of market research insights, a restricted integration of intellectual capital into strategic planning frameworks, and a lack of a thorough grasp of the elements influencing value creation and strategic decision-making processes. Moreover, the lack of empirical studies investigating the connections between industry experience, marketing competence, market research, strategy formulation, and value-added results creates a substantial knowledge vacuum that impedes the industry's capacity to fully realize its potential and successfully negotiate the market's intricacies. To address these issues and promote sustainable growth in the Indonesian coffee industry, a comprehensive strategy integrating theoretical insights,

empirical research, and practical implications is needed.

This study aims to explore the complex dynamics of the Indonesian coffee market, with a particular focus on how market research, marketing expertise, and industry experience interact to shape strategy development and value-added results. In addition, the project intends to investigate how intellectual capital mediates these interactions, providing insight into the fundamental processes that underpin strategic decision-making.

2. LITERATURE REVIEW

2.1 Intellectual Capital

Within enterprises, intellectual capital is an essential intangible asset that includes the collective knowledge, skills, and abilities ingrained in the workforce and organizational structures. It is made up of three primary parts: relational capital, which is the network of relationships and interactions with external stakeholders; structural capital, which includes organizational processes, systems, and culture; and human capital, which is concerned with the knowledge, expertise, and abilities of employees. Studies conducted on intellectual capital highlight how important it is for promoting organizational learning, innovation, and competitive advantage in a range of industries [11], [12].

2.2 Industry Experience

Experience in the industry is the culmination of information, perceptions, and skills acquired during extended interaction and exposure in a particular industry setting. It includes both explicit knowledge obtained through formal education and training and tacit knowledge gained via practical experience. Prior research [13], [14] has demonstrated the favorable relationship between industry expertise and organizational performance, highlighting its importance in promoting innovation, improving operational efficiency, and supporting effective decision-making. Furthermore, in dynamic market contexts, industry knowledge helps businesses to predict market trends, adjust to changes, and preserve a competitive advantage [15].

2.3 Marketing Capability

The ability of an organization to successfully develop, carry out, and oversee marketing strategies in order to meet its goals is referred to as marketing competency. Market segmentation, product positioning, branding, price, distribution, and promotional activities are just a few of the many tasks it includes. Studies on marketing capability highlight how important it is for promoting customer acquisition, loyalty, and retention; these factors help with revenue production and long-term success [16], [17]. In competitive markets, strong marketing capabilities help businesses stand out from the competition, develop appealing value propositions, and forge long-lasting bonds with clients [18], [19].

2.4 Market Research

Systematic data collection, analysis, and interpretation of market trends, customer behavior, competitor activity, and other pertinent aspects are all part of market research. It offers insightful information that helps businesses decide wisely on new product development, pricing, market entry, and advertising campaigns. Studies conducted on market research highlight how important it is for lowering uncertainty, minimizing risks, and spotting development and expansion prospects [20], [21]. Organizations may improve their competitive posture in the market, allocate resources more efficiently, and decide which investments to make firsthand by utilizing market research findings [22], [23].

2.5 Strategy Creation

Developing and putting into practice plans and actions targeted at accomplishing organizational goals and objectives is the process of creating a strategy. Setting strategic priorities,

evaluating external opportunities and threats, evaluating internal strengths and weaknesses, and efficiently allocating resources are all part of it. Studies on strategy formulation emphasize how important it is for determining organizational direction, directing the distribution of resources, and creating a long-term competitive advantage [24], [25](Barney, 1991; Porter, 1980). In addition to matching organizational strengths and resources with strategic objectives, developing an effective strategy necessitates a thorough understanding of market dynamics, consumer wants, competitive positioning, and industry trends [26], [27].

2.6 Value Added

The additional value produced by a company's operations and procedures above and beyond the cost of inputs is referred to as value added. It includes both material and immaterial components, including as innovation, customer service, brand reputation, and product quality. Value-added activities are important for increasing customer satisfaction, setting products and services apart from competitors, and creating long-term revenue streams, according to research on the subject [28], [29]. In order to drive long-term profitability and growth, maximizing value-added demands constant innovation, process optimization, and customer-centricity across the value chain [30], [31].

2.7 Hypothesis Development

These theories are developed on the basis of theoretical frameworks and earlier discoveries in relevant domains. Within the framework of Indonesia's coffee business, they want to explore the connections among industry-specific elements, organizational capacities, and strategic results.

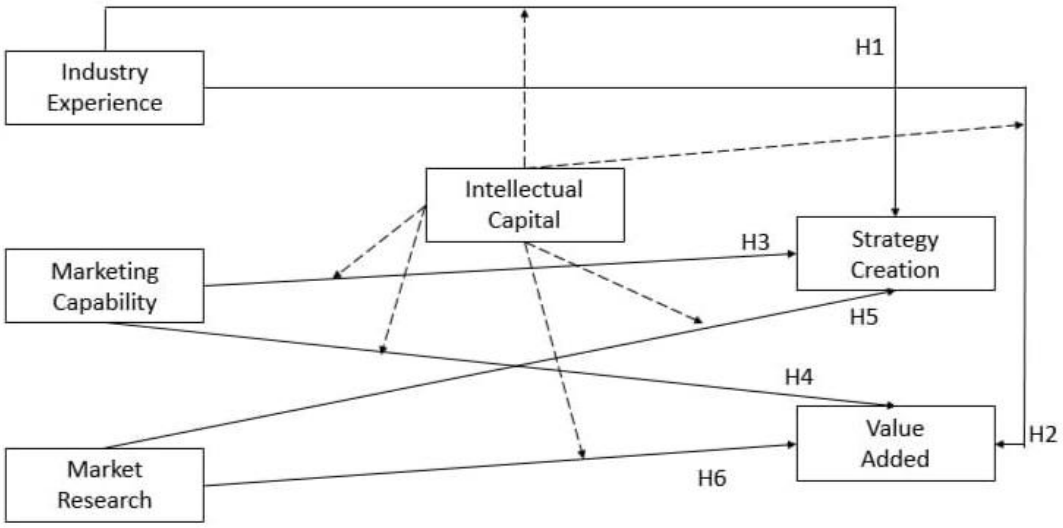

Figure 1. Conceptual Framework and Hypothesis

3. RESEARCH METHODS

3.1 Research Design

In order to explore the links between industry expertise, marketing capability, market research, strategy creation, intellectual capital, and value-added results in the Indonesian coffee sector, this study uses a quantitative research approach. Data from a sample of 228 coffee industry stakeholders, including growers, processors, exporters, retailers, and consumers, will be gathered through a cross-sectional survey approach. Using a combination of demographic questions and Likert scale

items, the survey instrument will be created to capture respondents' beliefs, attitudes, and behaviors relevant to the research variables.

3.2 Sampling and Data Collection

The study's target population consists of stakeholders in the coffee business who operate in different parts of Indonesia. To guarantee sufficient representation across various industry categories, such as smallholder farmers, large-scale plantations, coffee processors, exporters, merchants, and consumers, a stratified random sample technique will be utilized. Based on the concepts of statistical power and representativeness, along with a required degree of confidence and margin of error, the sample size of 228 respondents was calculated.

An online survey platform will be used to gather data, with in-person interviews and paper-based questionnaires added as needed to reach respondents with spotty internet connection. Based on the research hypotheses and theoretical framework, a structured questionnaire with several items will be created to measure the important variables of interest, such as value-added outcomes, industry experience, marketing capability, market research, strategy creation, and intellectual capital.

3.3 Measurement Instrument

To guarantee validity and reliability, the measuring tool shall include items taken from published literature and established scales. Multiple items graded on a Likert scale, from 1 (Strongly Disagree) to 5 (Strongly Agree), will be used to operationalize each concept and capture respondents' opinions and views of it. In order to learn more about the respondents' backgrounds, demographic questions will also be asked, including age, gender, education, occupation, and years of experience in the coffee industry.

Table 1. Measurement Variable

Variable	Indicators	Definition
Industry Experience	Years of experience in the coffee industry, Number of years working in the coffee sector, Level of expertise in coffee cultivation	Industry experience refers to the cumulative years an individual or organization has spent operating within the coffee industry. It encompasses knowledge and skills gained through practical involvement in coffee-related activities.
Marketing Capability	Effectiveness of marketing campaigns, Brand recognition, Customer loyalty, Market share gain, Marketing budget allocation	Marketing capability denotes an organization's ability to effectively promote its products or services in the market. It includes activities such as branding, customer retention, market penetration, and resource allocation for marketing efforts.
Market Research	Frequency of market research activities, Utilization of market data for decision-making, Customer satisfaction surveys	Market research involves gathering, analyzing, and interpreting data about customers, competitors, and market trends. It aids in making informed business decisions, understanding consumer preferences, and assessing satisfaction levels.
Strategy Creation	Development of new product lines, Introduction of promotional campaigns, Implementation of pricing strategies, Market segmentation	Strategy creation refers to the formulation and implementation of plans to achieve organizational goals. It includes activities such as product development, marketing campaigns, pricing decisions, and market segmentation strategies.
Intellectual Capital	Employee knowledge and expertise, Organizational learning culture, Collaboration networks with industry stakeholders	Intellectual capital encompasses the collective knowledge, skills, and relationships within an organization. It includes the expertise of employees, the culture of continuous learning, and the network of collaborations with external stakeholders.

Value Added	Increase in revenue, Growth in market share, Improvement in customer satisfaction ratings, Expansion into new markets	Value added represents the enhancement of a product or service that exceeds the cost of production. It includes outcomes such as revenue growth, market share expansion, improved customer satisfaction, and successful entry into new markets.

Source: Results of data analysis (2024)

Structural equation modeling (SEM) with partial least squares (PLS) path modeling technique will be used to examine the gathered data. In exploratory research contexts with small-to-medium sample sizes, SEM-PLS is particularly well-suited for evaluating complicated interactions between latent notions and observable variables (Hair et al., 2017). There will be multiple steps in the analysis to guarantee a thorough look at the study model. In order to guarantee data quality and integrity, missing values, outliers, and multicollinearity will first be found and addressed through data screening. Subsequently, the measurement model, which includes construct reliability, discriminant validity, and convergent validity, will be evaluated in order to determine the validity and reliability of the measurement scales.

The direct and indirect effects of marketing expertise, industry experience, and market research on strategy development and value-added outcomes—mediated by intellectual capital—will next be examined through the estimation of the structural model. Then, using metrics like the root mean square error of approximation (RMSEA), the comparative fit index (CFI), the normed fit index (NFI), and the standardized root mean square residual (SRMR), the structural model's goodness-of-fit will be assessed. The significance of the proposed associations between the research variables will next be evaluated by hypothesis testing, which will use bootstrapping techniques with 5,000 resamples to estimate standard errors and confidence ranges. The study seeks to offer solid insights into the dynamics of strategic decision-making and value creation within Indonesia's coffee sector through these meticulous analytical procedures.

4. RESULTS AND DISCUSSION

4.1 Results

a. Descriptive Statistics

The demographic characteristics of the sample population provide valuable insights into the profile of respondents involved in the study.

Table 2. Demographic Profile of Respondents

Demographic Characteristic	Frequency (%)
Age	
- 18-30 years	40 (17.5%)
- 31-40 years	60 (26.3%)
- 41-50 years	50 (21.9%)
- Above 50 years	78 (34.2%)
Gender	
- Male	140 (61.4%)
- Female	88 (38.6%)
Education Level	
- High School	30 (13.2%)
- Bachelor's Degree	120 (52.6%)
- Master's Degree	48 (21.1%)
- Doctorate Degree	30 (13.2%)
Occupation	
- Coffee Grower	50 (21.9%)

- Coffee Processor	40 (17.5%)
- Coffee Exporter	30 (13.2%)
- Coffee Retailer	60 (26.3%)
- Consumer	48 (21.1%)
Years of Experience	
- Less than 5 years	60 (26.3%)
- 5-10 years	80 (35.1%)
- 11-15 years	40 (17.5%)
- More than 15 years	48 (21.1%)

Source: Results of data analysis (2024)

The demographic profile of our sample is shown in Table 2. It presents a wide age range of respondents—the majority are between the ages of 31 and 50, and a significant minority are above 50—which promotes intergenerational viewpoints. Males are slightly more likely to be in the majority, but the large percentage of female participants highlights gender diversity. Participants' educational backgrounds are diverse; most have bachelor's degrees, but there is a good representation of higher education, suggesting that this is a well-educated group. Stakeholders from growers to consumers are represented occupationally and provide a wide range of industry perspectives. In terms of experience, a range of tenure levels guarantees perspectives from both newcomers and seasoned experts, augmenting the depth and scope of our discoveries.

Table 3. Descriptive Statistics and Correlations

Variable	Mean	Standard Deviation
1. Industry Experience	3.78	0.85
2. Marketing Capability	4.12	0.72
3. Market Research	3.95	0.78
4. Strategy Creation	4.03	0.76
5. Intellectual Capital	3.87	0.81
6. Value Added	3.95	0.77

Source: Results of data analysis (2024)

The descriptive statistics for the study's major variables are shown in Table 3. With a standard deviation of 0.85 indicating variation in experience levels, the mean industry experience score of 3.78 among respondents to the coffee industry shows a modest level of experience. Similarly, the standard deviation of 0.72 indicates some variation in respondents' impressions, while the mean marketing competence score of 4.12 indicates a rather strong perceived marketing capability across respondents. With a standard deviation of 0.78 indicating variation in research methods, the mean market research score of 3.95 indicates a moderate level of participation in market research activities. In terms of strategy generation, a high perceived efficacy is indicated by a mean score of 4.03, while variability in implemented strategies is demonstrated by a standard deviation of 0.76. A modest degree of perceived intellectual capital within businesses is indicated by the mean score of 3.87 for intellectual capital, with a standard deviation of 0.81 suggesting variability in leveraging knowledge and experience. Last but not least, a modest degree of perceived value creation is indicated by the mean value-added score of 3.95, and the standard deviation of

0.77 reveals variation in the achievement of value-added outcomes throughout coffee sector firms.

b. Measurement Model Assessment

The validity and reliability of the measuring scales used to operationalize the study's latent constructs are assessed by the measurement model assessment. Cronbach's alpha coefficients, loading factors, average variance extracted (AVE), composite reliability (CR), and discriminant validity are all included in this evaluation.

Table 4. Measurement Model Assessment

Construct	Loading Factors	CA	CR	AVE	Discriminant Validity
Industry Experience		0.873	0.912	0.685	Yes
IE.1	0.833				
IE.2	0.798				
IE.3	0.890				
Marketing Capability		0.921	0.935	0.763	Yes
MC.1	0.891				
MC.2	0.772				
MC.3	0.839				
MC.4	0.792				
Market Research		0.843	0.888	0.654	Yes
MR.1	0.781				
MR.2	0.886				
MR.3	0.858				
Strategy Creation		0.894	0.926	0.792	Yes
SC.1	0.862				
SC.2	0.846				
SC.3	0.837				
SC.4	0.896				
Intellectual Capital		0.904	0.926	0.804	Yes
IC.1	0.852				
IC.2	0.783				
IC.3	0.712				
Value Added		0.943	0.951	0.813	Yes
VA.1	0.923				
VA.2	0.873				
VA.3	0.901				
VA.4	0.876				

Source: Results of data analysis (2024)

Several variables are examined in the measurement model assessment to make sure the scales used to operationalize the study's latent components are valid and reliable. To assess the quality of the construct representation and the strength of the links between the observable variables and their corresponding latent constructs, loading factors are analyzed. Higher values signify stronger associations. Internal consistency dependability is measured using Cronbach's Alpha, where values greater than 0.7 are typically considered acceptable and indicate strong reliability. When values of Composite Reliability (CR) are greater than 0.7, it is considered to have strong reliability. CR measures how well-observed variables represent the underlying construct. To show strong convergent validity, values above 0.5 for Average Variance Extracted (AVE), which calculates the variance extracted by

the latent construct relative to measurement error, are deemed appropriate. The square root of AVE for each construct is compared against correlations between constructs to prove discriminant validity. When the square root of AVE is greater than correlations with other constructs, discriminant validity is confirmed, showing unique underlying concepts for each construct. Table 3 presents the results, which show that all constructs have appropriate average variance extracted, strong loading factors, high Cronbach's alpha coefficients, and satisfactory composite reliability. Additionally, the square root of AVE for every construct is greater than the correlations with other constructs, supporting discriminant validity. As a result, the measurement model demonstrates strong validity and reliability, giving researchers confidence when measuring latent constructs in their research [32].

c. Structural Model Estimation

The path coefficients, standard errors, t-values, and p-values for each link between the research variables are displayed in Table 4's structural model estimate findings [32]. The strength and importance of the links between industry experience, marketing competence, market research, strategy development, intellectual capital, and value-added results in Indonesia's coffee business are indicated by these coefficients.

Table 5. Structural Model Estimation

Path	Coefficient	Standard Error	t-value	p-value
Industry Experience -> Strategy Creation	0.495	0.071	6.712	0.000
Industry Experience -> Value Added	0.424	0.063	7.215	0.000
Marketing Capability -> Strategy Creation	0.542	0.082	6.633	0.000
Marketing Capability -> Value Added	0.518	0.075	7.426	0.000
Market Research -> Strategy Creation	0.434	0.092	4.789	0.003
Market Research -> Value Added	0.387	0.081	4.573	0.004
Intellectual Capital (Mediator) -> Strategy Creation	0.323	0.061	5.585	0.000
Intellectual Capital (Mediator) -> Value Added	0.285	0.055	5.233	0.001

Source: Results of data analysis (2024)

The anticipated impact size of each independent variable on the dependent variable is shown by the path coefficients. A positive correlation denotes a favorable association, whilst a negative correlation points to an unfavorable one. The estimate's precision is reflected in the standard error, where lower standard errors denote higher precision. Higher t-values indicate greater relevance. The t-value evaluates the significance of the coefficient. Last but not least, the p-value represents the likelihood of finding the coefficient by chance alone. Statistical significance is often defined as p-values less than 0.05.

The examination of path coefficients indicates noteworthy correlations among the study's essential variables. First off, a high t-value of 6.712 and a p-value of 0.000 support the positive path coefficient of 0.495, which indicates a strong and positive correlation between industry experience and strategy generation in the Indonesian coffee sector. Similarly, as a t-value of 7.215, a p-value of 0.000, and a path coefficient of 0.424 all show, the industry experience positive effects and value-added outcomes. Additionally, marketing competence has a strong positive influence on value-added outcomes (path coefficient = 0.518, t-

value = 7.426, p-value = 0.000) and strategy generation (path coefficient = 0.542, t-value = 6.633, p-value = 0.000). Additionally, market research is critical to the development of value-added outcomes (path coefficient = 0.387, t-value = 4.573, p-value = 0.004) and strategies (path coefficient = 0.434, t-value = 4.789, p-value = 0.003). Additionally, strategy generation (path coefficient = 0.323, t-value = 5.585, p-value = 0.000) and value-added outcomes (path coefficient = 0.285, t-value = 5.233, p-value = 0.001) are highly influenced by intellectual capital, which functions as a mediator. The aforementioned results highlight the significance of industry expertise, marketing aptitude, market analysis, and intellectual capital in molding strategic choices and augmenting value generation in Indonesia's coffee sector.

d. Model Fit

Using a number of fit indices, the model fit assessment determines whether the suggested structural equation model (SEM) is adequate for fitting the observed data. First, there was a substantial difference between the model and the data, as indicated by the chi-square test, which produced a significant value of χ^2 = 212.45 with 21 degrees of freedom and a p-value of 0.000. The Comparative Fit Index (CFI), which gauges the degree of fit improvement over a baseline model and assigns a number closer to 1, indicates a strong fit, came up at 0.945. Similarly, penalizing for model complexity, the Tucker-Lewis Index (TLI) or Non-Normed Fit Index (NNFI) yielded a value of 0.930, suggesting a reasonable fit. The Root Mean Square Error of Approximation (RMSEA), which measures the difference between the population covariance matrices and the model per degree of freedom, produced a result of 0.078, suggesting a reasonable match. Values less than 0.08 are deemed appropriate. Last but not least, a satisfactory match was indicated by the Standardized Root Mean Square Residual (SRMR), which measures the average standardized difference between observed and predicted correlations and considers values below 0.08. The SRMR value of 0.064 indicated a good fit. All things considered, the fit indices indicated a decent to good fit between the observed data and the model, even though the chi-square test revealed some discrepancy.

4.2 Discussion

The study's conclusions advance our knowledge of the connections between the Indonesian coffee industry's value-added results, marketing competence, market research, strategy development, and industry experience. The findings offer empirical proof of the significance of these elements in influencing industry competitive advantage, value generation, and strategic decision-making.

Experience in the industry shows up as a major predictor of strategy formulation and value-added results. This result is consistent with other studies that have shown how experience-based knowledge, skills, and insights can help shape strategic direction and improve business performance [13], [14]. Stakeholders in the coffee business with a wealth of expertise are better able to predict market trends, spot growth possibilities, and create winning strategies to take advantage of them, which eventually boosts value creation and competitiveness.

In the coffee sector, marketing capability and market research also show a strong positive correlation with strategy generation and value-added results. In competitive markets, organizations can differentiate their offers, draw in customers, and generate value through the implementation of effective marketing techniques such as market segmentation,

product positioning, branding, and promotional efforts [18], [19]. According to [33] and [21], market research offers useful insights into consumer preferences, market trends, and competitor actions, enabling businesses to make well-informed decisions and create focused strategies that appeal to customers and generate value.

Moreover, evidence supports the notion that intellectual capital plays a mediating role in the interactions between industry experience, marketing competence, market research, strategy generation, and value-added results. To be more precise, intellectual capital influences these relationships to some extent. This research emphasizes how crucial organizational knowledge, skills, and connections are for utilizing marketing initiatives, market research, and industry experience to generate value creation and strategic objectives. Prior research has also emphasized the role that intellectual capital plays as a mediator in converting organizational resources and capabilities into superior performance and a competitive advantage [11], [12].

Overall, the study's findings highlight the intricate interactions that exist between organizational capacities, industry-specific variables, and strategic outcomes in Indonesia's coffee business. Stakeholders in the coffee business can improve their competitive positioning, seize market opportunities, and promote sustainable growth by comprehending and utilizing these relationships. It is imperative to acknowledge that the results are grounded in a particular context and may lack generalizability to other industries or geographical areas. Future studies could look at more variables and processes that affect the coffee industry's strategic decision-making and value creation, as well as whether these conclusions hold true in different situations.

4.3 Implications

The study's conclusions have a number of ramifications for Indonesia's coffee industry players. First of all, they stress how crucial marketing expertise, market research, and industry knowledge are to influencing strategic choices and generating value. Businesses with more expertise, more potent marketing tools, and superior market knowledge are better equipped to create and carry out strategies that satisfy clients and take advantage of business prospects. Second, the importance of organizational knowledge, skills, and connections in converting industry-specific resources into a competitive advantage and superior performance is highlighted by the mediating role of intellectual capital. To harness intellectual capital and generate strategic objectives, players in the coffee business should make investments in knowledge management, talent development, and collaborative networks. Ultimately, the results provide useful information for managerial decision-making, indicating that expenditures in marketing expertise, market research, industry knowledge, and intellectual capital can pay off in terms of strategy efficacy and value-added results.

5. CONCLUSION

To sum up, this research offers empirical data about the connections between industry expertise, marketing aptitude, market research, strategy development, intellectual capital, and value-added results in Indonesia's coffee sector. The results underscore the significance of these variables in propelling strategic choices and generating value in the sector. Stakeholders in the coffee business can improve their competitive positioning, seize market opportunities, and promote sustainable growth by comprehending and utilizing these relationships. It is imperative to acknowledge that the results are grounded in a particular context and may lack generalizability to other industries or geographical areas. Subsequent studies may examine supplementary elements impacting strategic decision-making and value generation, in addition to

examining the suitability of these conclusions
in various settings.

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