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Driving Sustainable Competitiveness through Market and Technology Orientation in Coffee Shops

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ABSTRACT

Objective – This study investigates how market orientation and technology orientation influence sustainable competitive advantage in coffee shop businesses. It also examines the role of product innovation, both as a direct driver and as a mediating variable, in strengthening competitiveness.
Methodology – A quantitative approach was applied using path analysis with SPSS. Data were collected from 102 coffee shop owners and managers in Jabodetabek through a Likert-scale questionnaire. Validity and reliability tests confirmed the robustness of the measures, and hypotheses were tested at a 95% confidence level.
Findings – Results show that market orientation, technology orientation, and product innovation each have a positive and significant effect on sustainable competitive advantage. Product innovation emerged as the strongest predictor of competitiveness and was most influenced by technology orientation. Furthermore, product innovation partially mediates the relationship between both orientations and sustainable competitive advantage, highlighting its central role in translating strategic orientations into long-term performance.
Novelty – This study contributes to dynamic capabilities theory by demonstrating that product innovation is the critical pathway through which market and technology orientation enhance sustainable competitiveness. The unique insight is that technology orientation exerts the strongest effect on product innovation, while product innovation itself has the most powerful impact on sustainable competitive advantage, offering practical guidance for coffee shop businesses in highly competitive environments.
Keywords: *coffee shop; market orientation; technology orientation; product innovation; sustainable competitive advantage*

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I. INTRODUCTION

Indonesia is a country with significant potential in the coffee industry. It is currently the fourth largest coffee producer in the world, after Brazil, Vietnam, and Colombia (Specialty Coffee Indonesia, 2026). Moreover, Indonesia contributes about 7% of global coffee output in 2026, producing both robusta and arabica varieties.

Drinking coffee has become a lifestyle not only for the older generation but also the younger generation. This lifestyle has created a new trend, encouraging business owners to compete through coffee brands and coffee shops. Various coffee businesses, ranging from home-based industries to coffee shops, create challenges for business owners in sustaining their businesses. To retain customers, business owners have begun to pay greater attention to customers' emotions and satisfaction (Jang & Lee, 2019).

Defending a business is not an easy thing. Therefore, business owners should think about strategies to create their sustainable competitive advantage (SCA). Market orientation is one of the components that can be vital to improve the SCA. Market orientation is the process and activities to create the value propositions by fulfilling the customers' needs and wants (Yaskun et al., 2023). Market orientation involves observing the business environment and turning opportunities into a culture and strategy that entrepreneurs must possess (Rachmasari & Suprapti, 2022). Market orientation enables business owners to gather information about competitors' capabilities. Consequently, it becomes an important strategy for maintaining a positive perception among customers, allowing them to view the business more favorably compared to competitors.

The rapid development of technology requires business owners to transform and adapt their management activities to grow. According to Widiarta et al. (2020), the empowerment of resources is crucial in advancing business evolution and creating superior competitiveness compared to rivals. Digital capabilities may refer to products, processes, new business models, or significant changes achieved using information technology (Yousaf et al., 2021). Haseeb et al. (2019) highlight that corporate management integrates social responsibility with information technology as a strategic resource, leveraging the internet to expand market reach and analyze customers through platforms like social media. Therefore, adequate strategies for utilizing technology are needed to balance market demands with technological applications to enhance business performance.

Lestari et al. (2020) emphasize that one of the keys to sustainable business success is innovation. Product innovation can serve as an important strategy to meet customer demands. The creation of new products through innovation is expected to improve upon previous offerings and increase product value. The knowledge of business owners, combined with their capabilities, has a strong influence on superior business performance (Habib et al., 2021). Developing product innovation also helps companies achieve efficiency in responding to market changes (Prado et al., 2022). Market mastery through innovation can positively impact sustainable competitiveness (Anggai et al., 2021). Thus, the implementation of these strategies is expected to create high value in the eyes of consumers, strengthening competitive advantage and supporting long-term business sustainability.

This study aims to analyze how market orientation, technology orientation, and product innovation can affect sustainable competitive advantage in the coffee industry. Moreover, both the direct and indirect effects of these variables are examined. This study contributes to the dynamic capabilities theory by demonstrating how a focus on market, technology, and product enables the businesses to compete with others.

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II. LITERATURE REVIEW

Dynamic Capabilities

According to Bayón et al. (2021), dynamic capabilities are the firm’s ability to integrate, build, and reconfigure resources and processes to create value and competitive advantage in different market environments. This aims to ensure that organizational capabilities can successfully generate value for sustainable competitiveness, both in fluctuating and stable market conditions. Ellström et al. (2022) explain that dynamic capabilities provide a consistent approach to studying digital transformation, given the strong and continuous impact of digital technologies on business performance.

Sustainable Competitive Advantage

Sustainable competitive advantage encompasses all the positive aspects a company possesses, whether in terms of cost efficiency, uniqueness, or specific target markets (Sawlani et al., 2021). An organization must have the capability to deliver benefits that align more closely with its target market in order to generate greater value for consumers. A company that excels in competition typically adopts strategies with a primary focus on marketing to address competitive pressures (Islami et al., 2020). In this regard, organizations establish well-planned strategies to achieve growth and profitability, both internally and externally.

Product Innovation

Hidayat et al. (2023) argues that product innovation is one of the types of innovation that contributes commercially to the company by creating new products or services. Through innovation, businesses generate ideas for developing products in order to compete effectively, sustain themselves, or expand their market segments. In product innovation development, market research and proper planning are essential. Therefore, a critical task for organizations is achieving success in creating innovation (Salazar & Armando, 2017; Barney, 1991). Škudienė et al. (2020) note that a company’s innovation strategy, based on Teece and Pisano, integrates three elements: (1) national and competitive positioning, (2) technological pathways, and (3) managerial and organizational processes. Competitive pressures require organizations to deliver greater value than their competitors, while also seizing market opportunities and achieving profitability.

Market Orientation

Market orientation is a corporate culture that fosters efficient and effective behaviors or actions to create value for both consumers and the company on a sustainable basis (Wijaya, 2020). Market orientation enables organizations to develop market intelligence related to customer needs, both current and future (Sefnedi, 2017; Kohli & Jaworski, 1990). In creating products and services, organizations must not only deliver value to consumers but also consider how to reach them so that they are aware of the offerings.

Technology Orientation

According to Ritonga (2022), technology orientation reflects a business’s ability to leverage advanced technologies to create products and services through innovative ideas. The use of technology enables traditional businesses to transform and seize new opportunities. Information technology (IT) and information systems (IS) play a key role in driving companies toward more effective processes (Škudienė et al., 2020). The adoption of digital technologies can reduce the impact of external crises and support major organizational changes, providing improved operations and business models (Vrontis et al., 2022). Bayón

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et al. (2021) emphasize that the utilization of technology expands consumer reach and market coverage. Therefore, technology orientation in the evolution of organizations and businesses serves as a tool to support product creation and innovative business models, helping firms gain an advantage over competitors (Arifiani & Furinto, 2022).

Hypothesis Development

Market orientation is one of the factors that affects sustainable competitive advantage (Pratono et al., 2019; Prado et al., 2022). The companies' ability in market orientation can have implications where they can understand about the market information and additional value that can strengthen their sustainable competitive advantage (Na et al., 2019). Therefore, we propose hypothesis 1:

H1: Market orientation has a positive and significant effect towards sustainable competitive advantage.

Technology orientation can help the company to create an optimal solution to fulfill customers' needs (Widiarta et al., 2020). Arifiani & Furinto (2022) also argue that having thoughts and strategies using information technology can help the company in winning the competition. Technology orientation development facilitates service management in sustainable competitive advantage (Tana & Chai, 2023). Thus, we propose hypothesis 2:

H2: Technology orientation has a positive and significant effect towards sustainable competitive advantage.

To compete with other companies and survive the competition itself, a company needs to innovate their products. Product innovation becomes the novel implementation to add values to the customers. Innovation has become a business mechanism to adapt to the dynamic market environment in achieving sustainable competitive advantage (Pramuki & Kusumawati, 2021). Hence, here is the hypothesis 3:

H3: Product innovation has a positive and significant effect towards sustainable competitive advantage.

Market orientation, based on previous study, has been proven to have effects in product innovation (Aydin, 2021). Having the ideas or innovation in products can occur more frequently when the company has market orientation in fulfilling customers' needs (Akhtar et al., 2021). Therefore, hypothesis 4 is:

H4: Market orientation has a positive and significant effect towards product innovation.

Technology orientation helps an organization in expanding and innovating (Arifiani & Furinto, 2022). Previous study shows how technology orientation can help the creation of product innovation (Yousaf et al., 2021). The same argument is also shown by Khin and Ho (2019). Thus, we posit hypothesis 5.

H5: Technology orientation has a positive and significant effect towards product innovation.

Besides all the direct effect, this study also proposes the additional hypothesis to understand the indirect effect of market orientation and technology orientation towards sustainable competitive advantage. Product innovation in this study becomes the mediating variable. Here are hypothesis 6 and hypothesis 7:

H6: Product innovation mediates the relationship between market orientation and sustainable competitive advantage.

H7: Product innovation mediates the relationship between technology orientation and sustainable competitive advantage.

The relationship of these variables can be seen in Figure 1.

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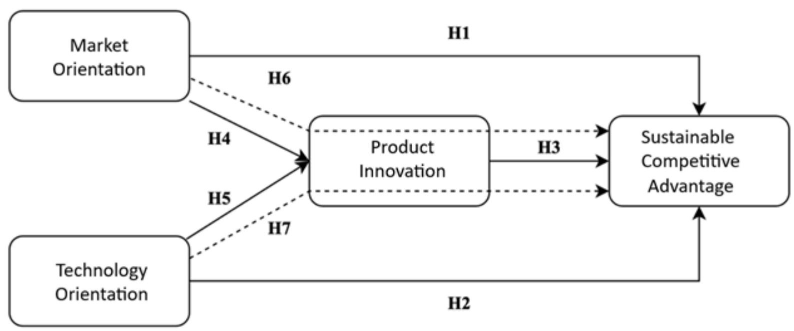

Figure 1. Research Model

III. RESEARCH METHODOLOGY

This study uses the quantitative method approach. The unit of analysis of this study is the coffee shop management or the coffee shop business owners that manage the business operation. The location of this study is in Greater Jakarta, Indonesia, which is often called Jabodetabek and owned a coffee shop. Convenience sampling was used in this study. A total of 102 respondents filled in the survey using a five-scale Likert scale. The data was then analyzed by using the SPSS application. The demographic data of all the 102 respondents can be seen in Table 1.

Table 1. Respondents' Demographic

Coffee Shop Age	**Frequency**	**Percentage**
< 1 year old	15	14.7%
1-4 years old	60	58.8%
5-8 years old	23	22.5%
9-10 years old	1	1%
>10 years old	3	3%
Total	102	100%
Number of Employees	**Frequency**	**Percentage**
0-2 employees	5	4.9%
3-4 employees	25	24.5%
5-7 employees	30	29.4%
8-10 employees	24	23.5%
>10 employees	18	17.6%
Total	102	100%

IV. RESULTS AND DISCUSSION

The hypotheses in this study were tested using path analysis by using SPSS with 95% confidence level. The first test is the validity and reliability test, followed by the hypothesis testing. For the validity test, we compared the r count value to r table. By using 102 respondents and 95% confidence level, the r count minimum value to be valid is 0.195. Moreover, the reliability test was analyzed by using the Cronbach's Alpha score for a minimum of 0.7. Based on the analysis, all variables and indicators were valid and reliable. The full results of validity and reliability test can be seen in Table 2.

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Table 2. Validity and Reliability Test

Variable	Indicator	R-count	Cronbach's Alpha
Market Orientation	MO1	0.661	0.851
	MO2	0.666	
	MO3	0.636	
	MO4	0.505	
	MO5	0.607	
	MO6	0.613	
	MO7	0.638	
Technology Orientation	TO1	0.528	0.826
	TO2	0.650	
	TO3	0.670	
	TO4	0.567	
	TO5	0.646	
	TO6	0.525	
Product Innovation	PO1	0.555	0.830
	PO2	0.656	
	PO3	0.540	
	PO4	0.652	
	PO5	0.632	
	PO6	0.508	
	PO7	0.503	
Sustainable Competitive Advantage	SCA1	0.623	0.869
	SCA2	0.678	
	SCA3	0.668	
	SCA4	0.720	
	SCA5	0.674	
	SCA6	0.641	
	SCA7	0.524	

The next step after conducting the validity and reliability tests is hypothesis testing. The t-statistic values were compared to the critical t-table value of 1.96 at the 95% confidence level. A hypothesis is considered significant if the t-statistic exceeds the t-table value. Based on the data, all seven hypotheses have t-statistic values greater than 1.96 and p-value <0.05, indicating that all hypotheses are accepted. Furthermore, the beta coefficients show that all relationships are positive and significant. Market orientation, technology orientation, and product innovation each have a direct effect on sustainable competitive advantage, while market orientation and technology orientation also exert a positive and significant influence on product innovation. Moreover, product innovation mediates the relationship between both market orientation and technology orientation with sustainable competitive advantage. Both of the mediating effects are partial mediations. Among the predictors, product innovation demonstrates the strongest effect on sustainable competitive advantage, and it is itself most strongly influenced by technology orientation. The full hypothesis testing results can be seen in Table 3.

The R square is also measured in this study after conducting the validity and reliability tests is hypothesis testing. The adjusted R-square for SCA is 0.558, while the adjusted R-square for product innovation is 0.483. Therefore, this study can explains 55.8% of the factors affecting sustainable competitive advantage and 48.3% factors affecting product innovation.

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Table 3. Hypothesis Testing Results

Hypothesis	Beta	T-Stat	P-value	Notes
MO → SCA	0.257	2.878	0.005	Accepted
TO → SCA	0.229	2.526	0.013	Accepted
PI → SCA	0.385	4.143	0.000	Accepted
MO → PI	0.379	4.270	0.000	Accepted
TO → PI	0.408	4.586	0.000	Accepted
MO → PI → SCA	0.146	3.839	0.000	Accepted
TO → PI → SCA	0.157	3.927	0.000	Accepted

Based on the data analysis, Hypothesis 1 tested using SPSS shows that the calculated t-value is greater than the critical t-table value of 1.96. This indicates that H1 is accepted. Consistent with previous studies (Na et al., 2019; Prado et al., 2022; Pratono et al., 2019), market orientation has a positive influence on sustainable competitive advantage and serves as a supporting factor in coffee shop businesses in Jabodetabek.

Hypothesis 2 demonstrates that technology orientation has a positive and significant effect on sustainable competitive advantage. This finding is in line with prior research (Tana & Chai, 2023; Widiarta et al., 2020), which confirms that technology orientation is an important factor that enhances sustainable competitiveness in coffee shop businesses in Jabodetabek.

Hypothesis 3 reveals that product innovation has a positive and significant impact on sustainable competitive advantage. This result is consistent with earlier studies (Pramuki & Kusumawati, 2021; Rachmasari & Suprapti, 2022), which state that product innovation positively supports the growth of coffee shop businesses in Jabodetabek.

Hypothesis 4 shows that market orientation significantly and positively affects product innovation. This aligns with previous studies (Akhtar et al., 2021; Aydin, 2021), which suggest that market orientation fosters and creates innovation, playing a crucial role in product development within coffee shop businesses in Jabodetabek.

Hypothesis 5 indicates that technology orientation has a positive and significant effect on product innovation. Similar findings have been reported in prior studies (Khin & Ho, 2019; Yousaf et al., 2021), which highlight that technology orientation significantly contributes to the application and development of innovation in coffee shop businesses in Jabodetabek.

Based on the path analysis, Hypothesis 6 shows that product innovation mediates the relationship between market orientation and sustainable competitive advantage. The analysis concludes that product innovation plays a mediating role, consistent with previous study (Tirtayasa & Rahmadana, 2023). Product innovation is therefore an important factor that enhances sustainable competitiveness in coffee shop businesses in Jabodetabek.

Moreover, hypothesis 7 also shows that product innovation also mediates the relationship between technology orientation and sustainable competitive advantage. This result confirms the same results from previous studies (Rambe & Khaola, 2023; Shi et al., 2018). Therefore, this result emphasizes the importance of product innovation.

In general, all the hypotheses are accepted. The unique result is that technology orientation has the strongest effect on product innovation, while product innovation has the strongest effect on sustainable competitive advantage. These results can be used for coffee business owner to stand-out against competitors.

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V. CONCLUSION

This study confirms that market orientation, technology orientation, and product innovation each play a significant role in strengthening sustainable competitive advantage in coffee shop businesses across Jabodetabek. Both market and technology orientation directly enhance competitiveness while simultaneously driving product innovation. Product innovation itself emerges as the most influential factor, exerting the strongest direct effect on sustainable competitive advantage and mediating the impact of both orientations. These findings highlight innovation as the critical pathway through which strategic orientations translate into long-term competitiveness.

For coffee shop owners and managers, the results emphasize the importance of balancing customer focus with technological investment. Businesses should actively monitor market trends and consumer preferences to guide product innovation, while simultaneously adopting new technologies that enhance efficiency, quality, and customer experience. Prioritizing product innovation as a strategic lever will not only strengthen competitiveness but also ensure resilience in the face of changing consumer demands. In practice, this means allocating resources to R&D, encouraging creative menu development, and leveraging digital tools to streamline operations. By integrating market and technology orientation into everyday decision-making, coffee shops in Jabodetabek can secure a sustainable edge in the marketplace.

Despite its contributions, this study has several limitations. First, the sample is limited to coffee shop businesses in Jabodetabek, which may restrict the generalizability of the findings to other regions or industries. Second, the use of cross-section data limits the ability to capture dynamic changes in orientations and innovation over time. Third, the study focuses only on market orientation, technology orientation, and product innovation, leaving out other potential factors such as organizational culture, leadership style, or digital marketing strategies. Future research could expand the scope by examining different industries, employing longitudinal designs to track changes over time, or incorporating additional variables that may influence sustainable competitive advantage. Comparative studies across regions or sectors would also provide richer insights into how strategic orientations and innovation interact in diverse business contexts.

AI STATEMENT

The authors used Copilot solely for proofreading the article. All content was independently formulated and created by the authors.

AUTHOR CONTRIBUTION STATEMENT

DH & HS**:** Conceptualization & Methodology. HS: Data Curation, Writing - Original Draft. DH: Visualization, Supervision, Validation, & Writing - Review & Editing.

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