



## **IMPACT OF ENTREPRENEURIAL COMPETENCIES, INNOVATION TYPES, AND DIGITAL MARKETING STRATEGIES ON GROUND COFFEE BUSINESS PERFORMANCE: A CASE STUDY OF WEST LAMPUNG**

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### **ABSTRACT**

*Ground coffee has quite enormous economic potential in West Lampung. However, the coffee industry faces challenges maintaining and improving performance due to increasingly tight market competition. This research examines the impact of entrepreneurial competencies, innovation, and digital marketing on business performance, considering innovation as a mediating variable. Furthermore, it seeks to identify priority variables and indicators for enhancing the performance of ground coffee enterprises in West Lampung. Respondents in this research were 37 ground coffee entrepreneurs. Data analysis methods used are Partial Least Square (PLS) and Importance-Performance Map Analysis (IPMA). The findings of this research indicate that entrepreneurial competencies and digital marketing significantly impact the performance of ground coffee businesses in West Lampung. In contrast, innovation does not significantly impact business performance despite the positive influence of entrepreneurial competencies on innovation. Consequently, entrepreneurs should explore alternative, more effective strategies to foster business growth. To improve business performance, digital marketing strategies should be developed, including social media marketing, online marketplaces, and targeted advertising. Entrepreneurs can build*

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*content highlighting their unique taste by illustrating the production process, origin, and characteristic flavors. They can also showcase its quality through visually compelling photographs and videos demonstrating various preparation techniques.*

**Keywords:** *coffee, competencies, entrepreneurial, small businesses, strategies*

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## INTRODUCTION

Coffee is an agricultural commodity that significantly contributes to the Indonesian economy. In 2021, household consumption of ground coffee in Indonesia increased from 798 grams to 875 grams per capita (Pusat Data dan Sistem Informasi Pertanian, 2022), creating an opportunity for coffee entrepreneurs. The coffee industry in West Lampung holds considerable potential to meet this growing demand, as it is one of Indonesia's primary producers of robusta coffee. However, competition among local and international coffee producers presents challenges for ground coffee entrepreneurs in West Lampung, who must enhance their competitiveness and business performance. The main challenge is capitalizing on local coffee resources to improve market competitiveness and expand market reach. Additionally, the fluctuations in robusta coffee production present an obstacle to the sustainability of ground coffee businesses, as it creates supply uncertainties.

To address this challenge, entrepreneurial competence is fundamental in managing and developing a business. Entrepreneurial competence significantly impacts business performance (Suryana & Burhanuddin, 2021) and contributes positively to business success (Marei et al., 2023). The entrepreneurial skills of entrepreneurs are closely related to the policies and operational activities implemented within the business (Nursyifa et al., 2022). Entrepreneurs who can manage raw material inputs and develop strategic plans effectively demonstrate their entrepreneurial competence in running the business (Aulia, 2020). Furthermore, the ability to build relationships with others has a significant impact on achieving business success (Pepple & Enuoh 2020).

In a competitive business environment, a product innovation that effectively meets market needs is important for outperforming competitors and facilitating business success (Hidayat et al., 2023). This will differentiate a product from others in the market, helping sustain the business long-term (Siswati & Alfiansyah, 2020). Through innovation, coffee entrepreneurs can create more appealing and unique products and add value that significantly

enhances their competitiveness. Innovation drives business growth and leads to increased sales (Andini et al., 2022). In the era of globalization, innovation has emerged as an essential factor for achieving success in an intensely competitive market.

The geographic landscape of West Lampung, combined with limited transportation infrastructure, can restrict the distribution of coffee to broader markets, making it challenging for entrepreneurs to reach potential consumers. With the growth of technology and digital platforms, digital marketing has become essential for Small and Medium Enterprises (SMEs), particularly in product promotion (Muhamad & Permana, 2022). Digital marketing enables ground coffee businesses to reach broader consumers, effectively promote their products, and enhance consumer interactions. Social media, websites, and e-commerce platforms can significantly boost sales and contribute to overall business growth (Simamora, 2022).

In the face of rising market competition, a comprehensive understanding of the factors that impact business success is necessary. Key factors such as entrepreneurial competence, innovation, and digital marketing can impact the performance of ground coffee businesses in West Lampung. Despite the importance of these factors, research on the relationship between entrepreneurial competence, innovation, and digital marketing in the context of ground coffee businesses in West Lampung remains limited. Acknowledging the importance of entrepreneurial competence, innovation, and digital marketing and their impact on business performance, this research aimed to analyze how these factors influence the performance of ground coffee businesses in West Lampung. By analyzing these factors' impact, it is anticipated that ground coffee businesses in West Lampung will grow more efficiently, enhance product quality, expand their market reach, and contribute to the local economy. Furthermore, the gaps in previous literature, which have primarily focused on general SMEs and lacked specificity, and the limited research on ground coffee entrepreneurship in West Lampung, are expected to be filled through this research, thereby contributing to theoretical and empirical insights in this field.

## RESEARCH METHOD

This research was conducted on ground coffee SMEs in West Lampung. The type of data used was cross-section. The survey method for data collection was conducted directly. Data were obtained through interviews and questionnaires from ground coffee entrepreneurs in West Lampung. Questionnaires were used to collect quantitative data, while interviews provided detailed and in-depth insights regarding ground coffee entrepreneurs in West Lampung. Integrating both methods enhances the analysis and yields a more comprehensive understanding of the research findings. The interviews were semi-structured, and the survey responses were anonymized to enhance data

reliability. Respondents in this research were 37 ground coffee entrepreneurs in West Lampung, selected through random sampling from ten sub-districts. This research uses the PLS-SEM (Partial Least Squares Structural Equation Modeling) method because it is suitable for situations with limited sample sizes, such as the 37 respondents in this research. According to Barclay et al. (1995), as cited in Dedi & Rianto (2023), the minimum sample size for a PLS model should be ten times the number of constructs targeted in the model. The sample size of 37 respondents is considered adequate, although it limits the generalizability of the findings to the broader population of ground coffee entrepreneurs. The hilly and mountainous terrain makes access to some areas difficult, contributing to the limited number of respondents in this research.

This research uses four latent variables. Entrepreneurial competence and digital marketing are exogenous latent variables, business performance is an endogenous latent variable, and innovation is a mediating variable between entrepreneurial competence and business performance. Measuring latent variables requires manifest variables or indicator variables. Each manifest variable is explained by a statement in the questionnaire, which is scaled using a Likert scale. This research uses a 1-4 Likert scale: Strongly disagree (1), Disagree (2), Agree (3), Strongly agree (4).

Table 1. Identify latent variables and manifest variables

Latent Variable	Manifest Variable (indicator)	Explanation
Entrepreneurial Competence (Lans et al., 2014; Umar et al., 2018; Pepple & Enuoh, 2020; Tittel & Terzidis, 2020)	Strategic (KK1)	Ability to choose strategies that will be used to achieve goals.
	Problem-solving (KK2)	Ability to solve problems encountered with effective solutions.
	Networking (KK3)	Ability to communicate and establish good cooperative relationships with others.
	Negotiation (KK4)	Ability to negotiate with others.
	Identify opportunities (KK5)	Ability to look for business opportunities that can increase profits.
Innovation (Umar et al., 2018; Garavito & Rueda, 2021; AlTaweel & Al-Hawary, 2021)	Innovation product (IN1)	Undertake product innovation (product diversification, packaging, size, and shape).
	Innovation process (IN2)	Innovate coffee processing.
	Innovation equipment (IN3)	Innovate the equipment used in coffee processing.

Latent Variable	Manifest Variable (indicator)	Explanation
Digital Marketing (Hili, 2022; Frans et al., 2023; Effendi et al., 2023)	Social media (DM1)	Marketing products on social media such as Instagram, Facebook, WhatsApp, and others.
	Marketplace (DM2)	Make sales and become a partner in marketplaces such as Shopee, Tokopedia, etc.
	Advertisement (DM3)	Use existing advertising offers on the marketplace and social media.
	Digital catalogue (DM4)	Have a digital product catalogue.
	Online sales (DM5)	Consumers can buy products online.
Business Performance (Mubarak et al., 2020; Susdiani, 2020; Syahroni et al., 2021)	Income increase (KU1)	Income has increased.
	Profit (KU2)	Can allocate profits for further business capital.
	Consumers increase (KU3)	Increase in consumers and new consumers.
	Marketing area expansion (KU4)	Consumers are expanding outside the business area.

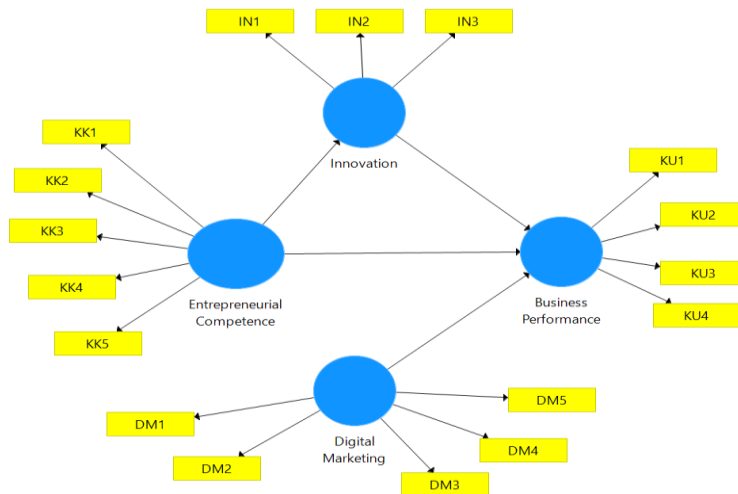


Figure 1.  
PLS-SEM Model

The PLS-SEM method analyzes the relationships between entrepreneurial competence, innovation, digital marketing, and business performance. The five hypotheses proposed in this research are tested using this model. The first hypothesis (H1) suggests that entrepreneurial competencies positively and

significantly impact business performance. The second hypothesis (H2) suggests that entrepreneurial competencies positively and significantly affect innovation. The third hypothesis (H3) suggests that innovation positively and significantly affects business performance. The fourth hypothesis (H4) suggests that digital marketing positively and significantly impacts business performance. Lastly, the fifth hypothesis (H5) suggests that innovation is a positive and significant mediator between entrepreneurial competencies and business performance. Within PLS, there are measurement models and structural models. The measurement model must be valid and reliable, while the structural model is assessed by evaluating explanatory power and the significance level of the path coefficients (Ghozali & Latan, 2015). PLS-SEM is suitable for this research because it can handle small sample sizes and analyze direct and indirect effects. Through bootstrapping and effect size analysis, the model allows for testing the significance of direct relationships and the mediation effect of innovation between entrepreneurial competence and business performance. This method helps to assess the contribution of the factors to business performance.

Importance-Performance Map Analysis (IPMA) identifies variables and indicators that significantly impact performance and should be prioritized for enhancement based on the importance and performance values obtained from the PLS analysis. IPMA is an analytical approach that complements PLS-SEM findings by estimating path coefficients and incorporating dimensions considering the average values of latent variable scores. Variable scatter plots are displayed in IPMA according to their performance and importance values, and the analysis is organized into four quadrants that highlight key areas of focus.

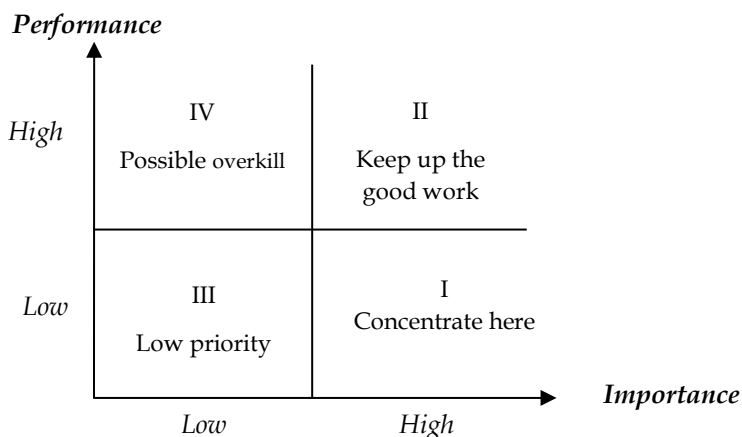


Figure 2.  
Importance-Performance Map Analysis

## RESULT AND DISCUSSION

### Characteristics of the Respondents

Sixty-five percent of respondents running ground coffee businesses in West Lampung are male, serving as heads of households responsible for fulfilling family needs. In comparison, 35 percent of female respondents are involved in the business to help increase household income. The respondents' ages range from 27 to 60 years, with all respondents falling within the productive age category. Their experience in the ground coffee business ranges from 2 to 18 years, with 70 percent having less than 10 years of experience. Seventy-three percent of respondents have an average annual income of less than 300 million rupiah. The ground coffee business in West Lampung is predominantly home-based, with small-scale operations.

### Outer Model

The outer model is used to test the construct validity and reliability of the instrument, which defines each indicator as having a relationship with a latent variable (Ghozali & Latan, 2015). This research used a reflective model with four latent variables. The results of the outer model test show that all latent variable indicators have outer loading values above 0.7. These indicators are valid and can be used to measure latent variables in inner model tests.

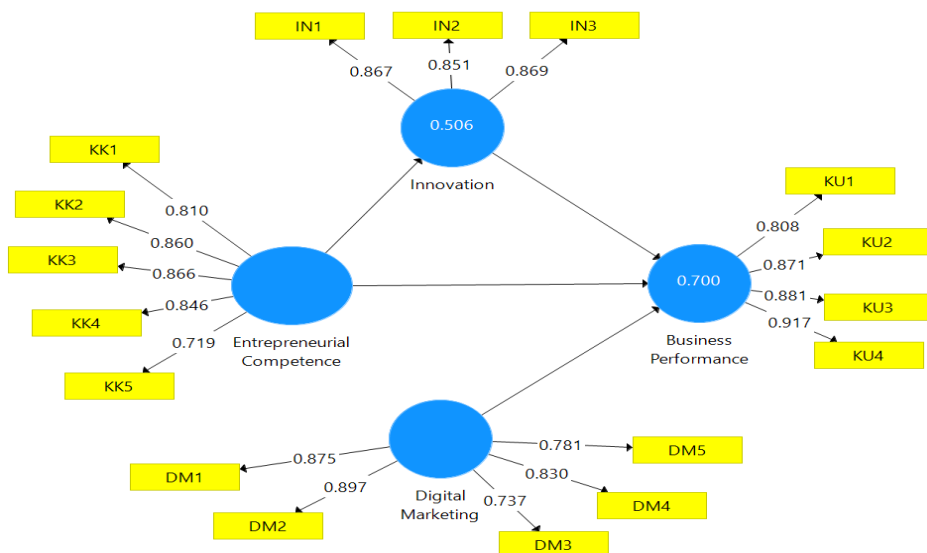


Figure 3. Outer Loading Model Results

The outer loading value indicates the strength of the relationship between an indicator and its latent construct. Based on the outer loading model results, Networking (KK3) has the highest loading factor (0.866) for the entrepreneurial competence construct. Innovation Equipment (IN3) has the highest loading factor (0.869) for the innovation construct, while Marketplace (DM2) has the most significant outer loading value (0.897) for the digital marketing construct. Despite the variation in the outer loading values of the indicators, all indicators in the model demonstrate a strong relationship with their respective latent constructs, as all outer loading values are above 0.7.

Table 2. Outer model test results

Latent Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Conclusion
Entrepreneurial Competence	0.880	0.912	0.676	Valid and Reliable
Business Performance	0.894	0.925	0.757	Valid and Reliable
Digital Marketing	0.885	0.914	0.682	Valid and Reliable
Innovation	0.828	0.897	0.744	Valid and Reliable

All variables have an AVE value greater than 0.5. So, all indicators of entrepreneurial competence, business performance, digital marketing, and innovation are valid and convergent in forming their respective variables. The value of Cronbach's Alpha and Composite Reliability for the entrepreneurial competence, business performance, digital marketing, and innovation variables is greater than 0.7. All variables and items used in this research are valid and reliable for measuring latent variables in inner model tests.

### **The Effect of Entrepreneurial Competence, Innovation and Digital Marketing on Business Performance**

The coefficient of determination (R Square) value ranges between 0 and 1. The R Square value criteria are substantial (0.67), moderate (0.33) and weak (0.19) (Chin, 1998 in Ghazali & Latan, 2015). The R-squared value of 0.700 indicates that the variables of entrepreneurial competence, innovation, and digital marketing simultaneously explain 70 percent of the variability in business performance, representing substantial models. The remaining 30 percent of variability is attributed to other variables not encompassed within the scope of this research model. Additionally, entrepreneurial competence contributes moderately to explaining the variation in innovation by 50.6 percent, while the remaining 49.4% is affected by factors not included in the model. Socioeconomic conditions, infrastructure, market accessibility, and environmental considerations in West



Lampung may also contribute to business performance and innovation. Future research could focus on identifying and analyzing these additional factors.

Table 3. Coefficient of determination (R Square)

Latent Variable	R Square	Explanation
Innovation	0.506	Moderate
Business Performance	0.700	Substantial

Based on the test results processed using bootstrapping in smart-pls three software with a subsample of 5000 and a significance level of 0.05, it can be concluded that H1, H2, and H4 can be accepted, while H3 and H5 are rejected due to their lack of statistical significance. This suggests that entrepreneurial competence and digital marketing positively and significantly impact business performance, with entrepreneurial competence also positively influencing innovation. Innovation does not have a significant direct impact on business performance. The direct impact of all variables is positive except the innovation variable on business performance, which has a negative value, and the indirect influence of entrepreneurial competence on the performance of ground coffee businesses in West Lampung through innovation has a negative coefficient value and is close to -0,1. The negative coefficient for the innovation variable indicates that, although entrepreneurs make efforts to implement innovations in products, processing methods, and equipment, these innovations do not positively impact enhancing business performance.

Table 4. Hypothesis test results

Hipotesis	Coef.	t Stat	P values	Status	Result
Entrepreneurial Competence → Business Performance (H1)	0.693	6.179	0.000***	Significant	Accepted
Entrepreneurial Competence → Innovation (H2)	0.711	12.439	0.000***	Significant	Accepted
Innovation → Business Performance (H3)	-0.143	0.799	0.424	Insignificant	Rejected
Digital Marketing → Business Performance (H4)	0.307	2.175	0.030**	Significant	Accepted
Entrepreneurial Competence → Innovation → Business Performance (H5)	-0.101	0.763	0.445	Insignificant	Rejected

The performance of ground coffee businesses in West Lampung is influenced by entrepreneurial competence. The direct effect of entrepreneurial competence on business performance is 0.693, which means that if entrepreneurial competence increases by one percent, business performance can

increase by 69.3 percent. Entrepreneurial competence has a considerable role and significant influence on business performance (Mubarak et al., 2020). Several ground coffee entrepreneurs in West Lampung have effectively built networks by participating in various coffee events and exhibitions in West Lampung, Bandar Lampung, and other cities such as Bandung, Surabaya, and Jakarta. This engagement allows entrepreneurs to connect with a broad network, facilitating the expansion of their relationships, boosting sales, attracting new consumers, and increasing their market reach. Entrepreneurial competence has a positive and significant effect on business success, both in financial and non-financial terms (Umar et al., 2018). Entrepreneurial competence supports improving small business performance (Paloma et al., 2022).

Entrepreneurial competence also has a positive and statistically significant effect on innovation in ground coffee businesses in West Lampung. The effect of entrepreneurial competence on innovation is 0.711, which, if there is an increase in entrepreneurial competence in ground coffee entrepreneurs by one percent, will increase innovation by 71.1 percent. The conceptual and strategic abilities of entrepreneurs in understanding business concepts are essential for encouraging innovation (Umar et al., 2018), and in maintaining business, innovation can be used as a strategy for achieving business success (Garavito & Rueda, 2021). Innovation capabilities can be achieved through strategic agility by being aware of market changes and consumers' needs (AlTaweel & Al-Hawary, 2021). Innovation also requires knowledge and abilities from a proactive market orientation (Christa & Kristinae, 2021).

The relationship between innovation and business performance in the ground coffee industry in West Lampung was found to be negative and statistically insignificant. Innovation does not significantly impact business performance in the ground coffee industry in West Lampung due to several factors related to market conditions and local consumer behavior. Although some entrepreneurs have attempted to implement innovations in products, processing methods, and equipment, not all of these innovations have positively impacted business performance. One of the main reasons for this is the mismatch between the innovations introduced and the local market needs. Original ground coffee remains the most purchased product by consumers. Innovations involving changes in the roasting process or unique flavors require time to be accepted by consumers. Additionally, new roasting machines or more complex processing methods can increase production costs. If these costs are not aligned with the price consumers are willing to pay, it can negatively impact business performance. The results of this research differ from the findings of Christa & Kristina (2021), who suggest that innovation activities can catalyze enhancing business performance, while the implementation of innovation has been found to have a positive correlation with SME performance (Effendi et al., 2023).

Innovation does not significantly impact business performance, meaning that in this research model, innovation cannot mediate the relationship between entrepreneurial competence and the performance of ground coffee businesses in West Lampung. Although the entrepreneurial competence possessed by entrepreneurs positively influences their ability to innovate in products, processing methods, and equipment, these innovations have not fully aligned with the needs of local consumers. The innovations implemented may not have reached a high enough level to drive significant changes in business performance, such as increased revenue, profits, and market share. This finding aligns with the results of Verhees & Meulenbergh (2004), Exposito & Sanchis-Llopis (2018), and Anggriani & Kistyanto (2021), who stated that product innovations implemented by entrepreneurs do not impact business performance significantly.

The performance of the ground coffee business in West Lampung is also influenced by digital marketing. Digital marketing statistically significantly influences the performance of ground coffee businesses in West Lampung. Many ground coffee entrepreneurs in West Lampung utilize instant messaging applications like WhatsApp to promote their products. Digital marketing through social media platforms like Instagram, Facebook, and WhatsApp allows coffee entrepreneurs to establish direct and interactive relationships with consumers. Apart from using social media for marketing, some ground coffee entrepreneurs also offer their products on online marketplaces like Shopee, Tokopedia, Bukalapak, and Lazada. The results align with Hili (2022), Veseli-Kurtishi (2023) who states that digital marketing has a positive and significant impact on the performance of SMEs. The better the digital marketing efforts, the better the marketing performance of SMEs will be (Effendi et al., 2023).

### **Importance-Performance Map Analysis (IPMA)**

The importance values for the constructs of entrepreneurial competency (0.61), digital marketing (0.37), and innovation (-0.13) yield an average importance value of 0.28. Meanwhile, the performance values for the constructs of entrepreneurial competency (56.85), digital marketing (33.20), and innovation (42.32) yield an average performance value of 44.12. The results of the importance-performance analysis map, shown in Figure 4, delineate the constructs that contribute to the performance of the ground coffee business in West Lampung, which are distributed across quadrants I, II, and III. Digital marketing is positioned in quadrant I, indicating that this variable should be prioritized for improvement. Entrepreneurial competency, positioned in quadrant II, requires maintaining its performance, while innovation, positioned in quadrant III, suggests that variables in this quadrant have a lower priority.

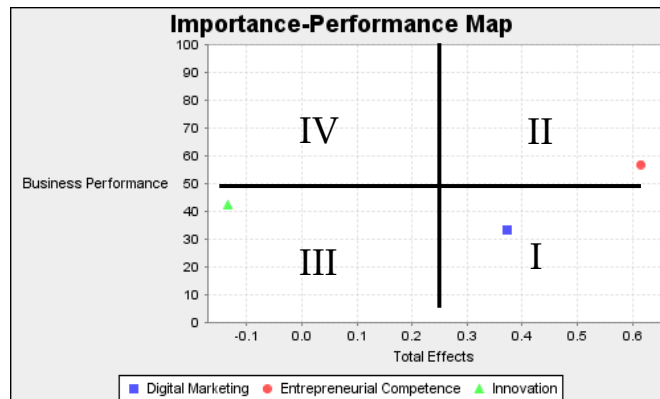


Figure 4.  
IPMA Constructs

The entrepreneurial competency construct shows an importance value of 0.61 and a performance value of 56.85, above the average values (0.28 and 44.12, respectively). Therefore, entrepreneurial competency in the ground coffee business in West Lampung should be maintained and enhanced to improve business performance. The digital marketing construct has an importance value of 0.37, above the average (0.28), but its performance value of 33.20 is below the average (44.12). The use of digital marketing needs to be improved to boost business performance. The innovation construct, with an importance value of -0.13 (below the average of 0.28) and a performance value of 42.32 (below the average of 44.12), indicates that innovation is a low priority for improving the performance of the ground coffee business in West Lampung.

The average importance value is 0.06, while the average performance value is 43.76. The results of the importance-performance analysis map, shown in Figure 5, indicate that the indicators forming the constructs are distributed across four quadrants. The indicators related to social media, marketplaces, and advertisements are priorities that require special attention to enhance the performance of the ground coffee business in West Lampung. These indicators have importance values above the average (0.06), while their performance values are below the average (43.76), indicating a need for improvement.

According to the Importance-Performance Map Analysis (IPMA) findings, although digital marketing is recognized as vital for business growth, its current performance remains suboptimal. This suggests that, despite recognizing digital marketing's potential, implementing digital strategies requires improvement. Contributing factors may include a limited understanding of practical digital tools, insufficient skills in managing digital marketing platforms, and resource constraints that hinder the full utilization of social media and online marketplaces. Consequently, enhancing digital marketing strategies is crucial to leverage its potential and improve business performance fully.

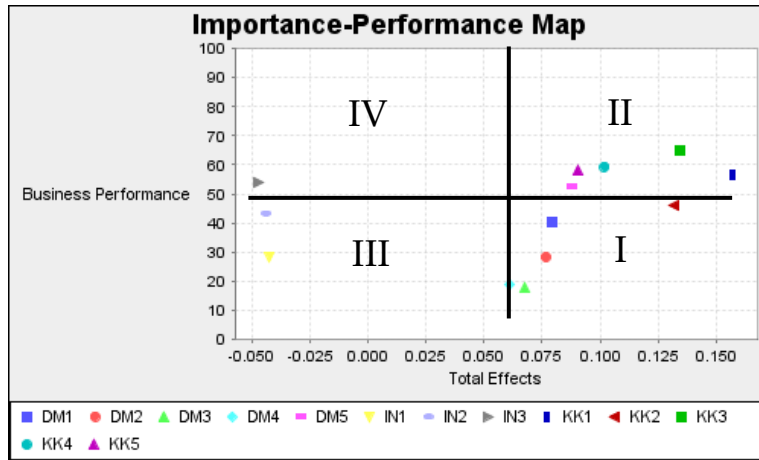


Figure 5.  
IPMA Indicator

The government can support ground coffee entrepreneurs in West Lampung's transition to digital marketing by providing a dedicated digital platform for ground coffee, which presents comprehensive information about the various products and brands of ground coffee available in West Lampung. Additionally, the government can offer training and technical assistance related to social media, website development, e-commerce management, and essential analytics tools to help ground coffee entrepreneurs maximize digital marketing opportunities. Ground coffee entrepreneurs in West Lampung should also be proactive in enhancing their knowledge of digital marketing through training or courses provided by the government, educational institutions, or online platforms. Building a strong brand image on social media, for example, by highlighting the authenticity of West Lampung's ground coffee or the sustainability of its production process, is an important step. Furthermore, it is also essential to establish closer relationships with consumers through more personalized interactions on social media. Therefore, it is necessary to separate personal and business social media accounts to market ground coffee products to broader consumers, both locally and nationally. Entrepreneurs can also start with content marketing and paid advertising gradually as their knowledge and experience in digital marketing grow.

## CONCLUSION AND SUGGESTION

### Conclusion

Entrepreneurial competence has a direct, positive, and statistically significant impact on business performance and innovation. Similarly, digital marketing directly, positively, and significantly impacts business performance, highlighting the importance of social media, online marketplaces, and advertising in developing the ground coffee business. However, innovation does not significantly impact business performance; thus, it does not mediate the relationship between entrepreneurial competence and the performance of the ground coffee business in West Lampung. This finding indicates that, although entrepreneurs have implemented innovations in products, processes, and equipment, these innovations have not yet been practical enough to increase revenue, profit, and market share. Therefore, the primary focus of business development should be leveraging digital marketing to expand market reach. Additionally, entrepreneurial skills such as problem-solving, negotiation, opportunity identification, networking, and strategic planning should be continuously improved to strengthen the competitiveness and sustainability of the ground coffee business in West Lampung.

### Suggestion

The government can provide specialized training modules to enhance entrepreneurial competencies and implement digital marketing strategies. These training modules cover negotiation strategies, sustainable partnerships, social media marketing, e-commerce management, and effective advertising techniques. Implementing policies that support digitalization and facilitate easier access to digital platforms for small and medium-sized enterprises can encourage ground coffee entrepreneurs to be more proactive in adopting technology and improving their competitiveness. With collaboration between entrepreneurs and the government, digital marketing in the ground coffee business in West Lampung can be optimized. Entrepreneurs should focus on enhancing their digital skills and utilizing the appropriate platforms, while the government must ensure support through training, improved transportation infrastructure, and policies that support digitalization.

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