

ORGANIZATIONAL CULTURAL INTELLIGENCE, INTERNATIONAL OPPORTUNITY RECOGNITION AND BRAND INTERNATIONAL COMPETITIVENESS OF COFFEE ENTERPRISES

Rui Hu*

International College, Dhurakij Pundit University

School of International Languages and Cultures, Yunnan University of Finance and Economics

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Abstract

This study aims to discuss the impact of organizational cultural intelligence on brand international competitiveness of Chinese coffee enterprises. By using the combination of multi-round large-sample questionnaire survey and qualitative comparative analysis method, this study makes an in-depth investigation into coffee enterprises, analyzes the mechanism of brand international competitiveness improvement of coffee enterprises from the perspective of organizational culture intelligence, and further discusses the mediating effect of international opportunity recognition. The research results revealed that enterprises with a high level of organizational culture intelligence can identify new opportunities quickly and effectively, and tend to have stronger brand competitiveness in the international market competition. Therefore, the corresponding solutions are proposed to solve the bottleneck problem of “Three Low and One High” of Chinese coffee enterprises and improve their brand international competitiveness.

Keywords: Organizational Cultural Intelligence, Brand International Competitiveness, International Opportunity Recognition

*Corresponding Author

E-mail: 867117267@qq.com

Introduction

The “14th Five-Year Plan” development plan and the 2035 vision target have identified China’s coffee industry as a key strategic industry supported by the state, which means that the coffee industry will receive more policy support and capital investment, but also put forward higher requirements for its organizational cultural intelligence, brand international competitiveness, international opportunity recognition and other capabilities. China’s coffee industry is mainly concentrated in Yunnan Province. In 2024, Yunnan’s coffee planting area, output, import and export volume accounted for more than 98% of the country. However, in the international market competition, the current Yunnan coffee industry presents a bottleneck problem of “Three Low and One High” : “low popularity”, “low fitness”, “low recognition”, and “high distance”. In the international coffee market, compared with renowned coffee enterprises such as Starbucks and Nestle, Yunnan coffee enterprises have problems such as weak publicity ability, low innovation ability, low level of deep finishing, and inability to adapt to the market environment in other regions, which have not been effectively solved (Huang et al., 2022). Therefore, it is necessary to promote the brand building of Yunnan coffee industry, enhance the innovation ability of Yunnan coffee enterprises, improve the integration of products with the international market environment, and strive to solve the problem of “Three Low and One High” in the industrial development, so as to achieve

high-quality development of coffee industry. However, there are few researches on how to improve brand international competitiveness of coffee enterprise. This paper provides new research ideas and theoretical basis for solving the problem of “Three Low and One High” in Chinese coffee enterprises and improving their brand international competitiveness, which has great practical significance.

Objectives

1. To systematically evaluate the impact of organizational cultural intelligence on brand international competitiveness of Chinese coffee enterprises.
2. To investigate the mechanism of improving brand international competitiveness of coffee enterprises from the perspective of organizational cultural intelligence.
3. To study the mediating effect of international opportunity recognition.
4. To explore how coffee enterprises in different cultural backgrounds form competitive advantages in the context of new cross-cultural market environment.

Literature Review

Organizational Cultural Intelligence and Brand International Competitiveness

Organizational cultural intelligence is the ability for an organization to reconfigure and adjust its ability to adapt to a rapidly changing cross-cultural environment, and to operate and manage effectively within it (Akgün et al., 2007), also known as cultural competence (Moon, 2010). According to

Teece et al. (1997) and Moon (2010), organizational cultural intelligence is a multi-factor structure of a dynamic competency framework that contains the following three elements: 1) processes capability, that is, the ability of an organization to learn and reconfigure current practices and patterns in a cross-cultural environment; 2) positions capability refers to specific assets of an enterprise, such as hard-to-transfer knowledge, including technical assets and institutional assets, which are used by the enterprise to manage and compete across cultures. And 3) paths capability, which refers to the strategic options available to the organization and the summary of past strategic experience. In the era of rapid economic globalization, enterprises will inevitably face a cross-cultural business environment. As a kind of cultural capability, organizational cultural intelligence plays a vital role in international competition, which can help enterprises effectively identify opportunities in different cultural environments, timely adjust strategies, and broaden international horizons. Thus, enterprises can gain greater competitiveness in the cross-cultural environment.

In the cross-cultural environment, by learning about local knowledge, culture and understanding the differences of other regions, enterprises can adjust their internal job planning according to the actual needs (Dong et al., 2018), so that the organization can adapt to the new environment and form the foundation for competitiveness. By flexibly using or increasing their own specific assets,

enterprises can build their core competence in the process of resource accumulation, improve their performance and form their own core competitive advantages under dynamic capabilities (Wang et al., 2023); by summarizing the previous international strategic experience, selecting available strategies and reducing organizational inertia (Zhang et al., 2021), the correct development direction and path of the enterprise in the international market are established, and the guiding role is played for the improvement of international competitiveness. Based on the above discussion, the following hypotheses are proposed in this study:

H1a: Processes capability has a significant positive impact on brand international competitiveness.

H1b: positions capability has a significant positive impact on brand international competitiveness.

H1c: Paths capability has a significant positive impact on brand international competitiveness.

The Mediating Effect of International Opportunity Recognition

1. Organizational cultural intelligence and international opportunity recognition

Organizational cultural intelligence reflects an organization's ability to reconfigure and adapt to a rapidly changing cross-cultural environment. In the process of cross-cultural learning, enterprises constantly create new resources and knowledge by expanding existing internal resources and improving existing capabilities. They will continuously

monitor the current learning process in cross-cultural activities to constantly create and discover new resources and opportunities. Therefore, this study proposes that process competence has a significant positive impact on international opportunity recognition (Moon, 2010; Eriksson & Penker, 2000).

Organizational structure relates to a firm's resources and capabilities, so structure types significantly influence the cultural ability to integrate appropriate practices, structures, and procedures and reorganize resources in a cross-cultural setting. In organizations with high cultural intelligence, clear strategies and stylized processes drive firms to identify new opportunities quickly and efficiently (Ang & Inkpen, 2008; Huber, 1991). Therefore, this study proposes that positions capability has a significant positive impact on international opportunity recognition.

Paths capability reflects the ability of the firm to create the process of adaptive culture, and can minimize organizational inertia. As companies accumulate international experience in a cross-cultural context, they become more rapid, effective and skilled in acquiring local market opportunities and cultural knowledge (Yitmen, 2013; Daft, 2004). Therefore, this study proposes that paths capability has a significant positive impact on international opportunity recognition. Based on the above discussion, we propose the following hypotheses:

H2a: Processes capability has a significant positive impact on international opportunity recognition.

H2b: positions capability has a significant positive impact on international opportunity recognition.

H2c: Paths capability has a significant positive impact on international opportunity recognition.

2. International opportunity recognition and brand international competitiveness

A high level of international opportunity recognition ability can enable managers to find the international market development opportunities suitable for the enterprise's own positioning more actively rather than accidentally, and improve the overall flexibility of the organization, so that the target can be flexibly changed according to its own situation and opportunity identification. Improve the ability of enterprise information collection, evaluate and absorb and understand it, and finally apply it to the development strategy of enterprise international competitiveness. Based on the above discussion, the following hypothesis are proposed in this study.

H3: International opportunity identification has a significant positive impact on brand international competitiveness.

3. Organizational cultural intelligence, international opportunity recognition and brand international competitiveness

According to the above discussion on the relationship between organizational cultural intelligence, international opportunity recognition and brand international competitiveness, it can also be inferred that all dimensions of organizational cultural

intelligence can indirectly affect brand international competitiveness through international opportunity recognition. International opportunity recognition helps enterprises to improve organizational cultural intelligence, so that they can better understand and adapt to the market opportunities of different cultural backgrounds. At the same time, it can also provide support for enterprises to formulate brand competition strategies and promote the development of brands in the international market. This intermediary role enables enterprises to be more flexible, adaptable and competitive in the international market (Ren et al., 2021;

Mainela et al., 2014). The following hypothesis is therefore proposed:

H4: International opportunity recognition plays a mediating effect between organizational cultural intelligence and brand international competitiveness in all dimensions.

Theoretical Hypothesis Model

On the basis of the above assumptions and reasoning, this research constructs the overall research framework model including organizational cultural intelligence, brand international competitiveness, and international opportunity recognition, as shown in Figure 1.

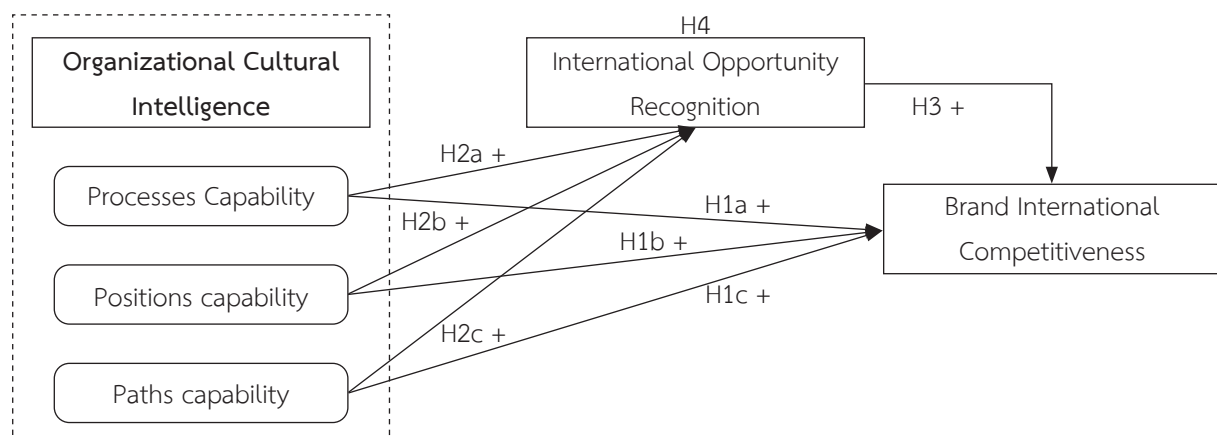


Figure 1 Research Framework

Methodology

Data Collection

This study collected research data using questionnaires and selected Yunnan coffee enterprises operating in 16 countries in South and Southeast Asia as a sample for research. A total of 645 enterprises participated in the survey with assistance from the Directory of the Chinese Chamber of Commerce, the Ministry of

Commerce of the People's Republic of China and the International Business Cooperation Office of the Department of Commerce of Yunnan Province. At the beginning of the survey, 5% of the sample coffee enterprises were selected to conduct a small pre-survey to test the respondents' understanding of the questionnaire. Based on their feedback, the unclear points in the questionnaire were

modified. After the final questionnaire was finalized, we contacted the department heads of the selected sample enterprises and invited them to complete the questionnaires. From May to July in 2024, a total of 645

questionnaires were distributed, out of which 483 questionnaires were returned. After sorting and screening, 471 valid questionnaires were obtained. Table 1 gives the basic situation of the sample questionnaires.

Table 1 Sample Characteristics

Variables	Categories	n (471)	Percentage (100.0)
Gender	Male	272	57.7
	Female	199	42.3
Age	<30	83	17.6
	30-39	143	30.4
	40-49	89	18.9
	50-59	127	27.0
	>60	29	6.2
Education	Below bachelor's degree	85	18.1
	Bachelor's degree	147	31.2
	Above bachelor's degree	239	50.7
Position	Management	393	83.4
	Non-management	78	16.6
Enterprise size	1-50	178	37.8
	51-100	116	24.6
	101-1000	85	18.0
	1001-2000	63	13.4
	>2000	29	6.2
Enterprise age	0-5	64	13.6
	6-10	101	21.4
	11-20	232	49.3
	>20	74	15.7
Enterprise type	State-owned enterprise	75	15.9
	Private enterprise	226	48.0
	Governmental agencies	106	22.5
	Other	64	13.6

Measurement of Variables

In order to ensure the reliability and validity of the measurement tools, the measurement of variables in this study was based on mature scales developed by foreign scholars, and appropriate adjustments were made according to the actual situation. The questionnaire is divided into four parts: 1) demographic information (gender, age, education, position, enterprise size, enterprise age and enterprise type, 2) measurement of three dimensions of organizational cultural intelligence (processes capability, positions capability and paths capability), 3) measurement of four dimensions of brand international competitiveness (brand positioning and value, integrated marketing, brand performance evaluation, and brand development), and 4) measurement of international opportunity recognition (international opportunity identification and cross-cultural adaptation). The statements for each item of the questionnaire provided a choice on a 5-point Likert scale, asking respondents to choose how strongly they agreed with the content of each item (1 = strongly disagree, 5 = strongly agree).

Organizational cultural intelligence was measured using the scale developed by Moon (2010) and combined with the study of Yitmen

(2013), which included a total of 9 items in 3 dimensions of processes, positions and paths capability.

Brand international competitiveness is measured by trade competitiveness evaluation indicators such as the index of demonstrative comparative advantage and various models, namely index models.

The three-items scale adapted by Lorenz et al. (2018) was used to measure international opportunity recognition.

In order to avoid interference from other background conditions, this study set 7 potentially influential variables commonly used in authoritative literatures as control variables, which are: gender, age, education, position, enterprise type, enterprise size, and enterprise age.

Results

Descriptive Statistics and Correlation Analysis

Table 2 shows the results of correlation analysis among the variables. It can be seen that there is a significant positive correlation among Organizational Cultural Intelligence (OCI), Brand International Competitiveness (BIC), and International Opportunity Recognition (IOR).

Table 2 Correlation Coefficient of Variables

Variables	1	2	3	4	5	6	7	8	9	10	11
Gender	1										
Age	0.076	1									
Education	-0.146**	-0.419**	1								
Position	0.011	-0.059	0.109*	1							
Enterprise Size	0.015	-0.033	0.142**	0.340**	1						
Enterprise Age	-0.012	0.085	-0.005	0.365**	0.082	1					
Enterprise Type	0.040	-0.038	0.019	-0.131**	-0.045	-0.016	1				
OCI	0.032	-0.065	0.047	-0.102*	-0.030	-0.051	0.854**	1			
BIC	0.045	-0.045	0.013	-0.101*	-0.032	-0.010	0.886**	0.856**	1		
IOR	0.039	-0.073	0.036	-0.104*	-0.044	-0.067	0.800**	0.959**	0.785**	1	

Note: *, **, and *** represent significant levels at $p < 0.1$, $p < 0.05$, and $p < 0.01$, respectively

Reliability and validity analysis

1. Reliability analysis

In order to verify the stability and consistency of the questionnaire, Cronbach reliability coefficient is selected in this paper. After sorting out the questionnaire data, we used SPSS 26.0 to conduct reliability analysis on three major variables: Organizational Cultural Intelligence (OCI), Brand International Competitiveness (BIC), and International Opportunity Recognition

(IOR). The test results are shown in Table 3. The items in the measurement scale are all greater than 0.8, and the correlation value between the modified item and the total value of all variable items is no less than 0.6, which is higher than the threshold value of 0.5. Cronbach's α coefficient is greater than 0.7, indicating that there is an ideal degree of correlation between items, and each variable has a high degree of confidence.

Table 3 Results of the Reliability Test

Variables	Item	Corrected Item-Total Correlation (CITC)	Cronbach's α Coefficient after Deleting the Item	Cronbach's α Coefficient
Organizational Cultural Intelligence (OCI)	OCI 1_1	0.815	0.940	0.947
	OCI 1_2	0.796	0.941	
	OCI 1_3	0.787	0.941	
	OCI 2_1	0.789	0.941	
	OCI 2_2	0.792	0.941	
	OCI 2_3	0.793	0.941	
	OCI 3_1	0.837	0.938	
	OCI 3_2	0.767	0.942	
	OCI 3_3	0.749	0.943	
International Opportunity Recognition (IOR)	IOR 1	0.912	0.927	0.955
	IOR 2	0.921	0.921	
	IOR 3	0.879	0.952	
Brand International Competitiveness (BIC)	BIC 1	0.832	0.976	0.977
	BIC 2	0.854	0.975	
	BIC 3	0.867	0.975	
	BIC 4	0.833	0.976	
	BIC 5	0.874	0.975	
	BIC 6	0.865	0.975	
	BIC 7	0.863	0.975	
	BIC 8	0.833	0.976	
	BIC 9	0.860	0.975	
	BIC 10	0.844	0.975	
	BIC 11	0.856	0.975	
	BIC 12	0.806	0.976	
	BIC 13	0.836	0.976	
	BIC 14	0.846	0.975	
	BIC 15	0.849	0.975	
	BIC 16	0.775	0.976	
	BIC 17	0.690	0.977	

2. Validity analysis

In terms of validity test, the scales selected in the study are all from previous mature scales and tested in the pre-survey. Therefore, the questionnaire has certain content validity. As shown in Table 4, The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) values of each variable were first tested, and the results showed that all of them were greater than 0.700 ($p < 0.001$),

indicating that the data was suitable for factor analysis. The Composite Reliability (CR) of two of the three variables exceeded the threshold of 0.7, and the lowest CR value was 0.681, which was also close to 0.7. The lowest Average Variance Extracted (AVE) extracted was 0.311, and the rest were all higher than 0.42, verifying that the scale had good aggregation validity. Represents an acceptable level of convergent validity.

Table 4 Results of Validity Test

Variables	CR	AVE	KMO
Organizational Culture Intelligence (OCI)	0.799	0.311	0.930
International Opportunity Identification (IOR)	0.681	0.420	0.767
Brand International Competitiveness (BIC)	0.931	0.444	0.968

Findings and Hypothesis Testing

1. Test of main effect

The regression results are shown in Table 5 below. Model 1 contains only the control variables. Subsequently, we built a main effect regression model (Model 2) with the three dimensions of Organizational Cultural Intelligence (OCI) as independent variables and the Brand's International Competitiveness (BIC) as dependent variables. This model was used to test hypotheses H1a, H1b, and H1c. The results show that all three dimensions of Organizational Cultural Intelligence (OCI) have significant effects on Brand International Competitiveness (BIC). Paths capability ($\beta = 0.409$, $p = 0.000$) had the strongest effect, followed by process capability ($\beta = 0.364$, $p = 0.000$), and positions capability ($\beta = 0.161$, $p =$

0.000) had the weakest effect. Therefore, we support the hypothesis H1a, H1b, and H1c.

2. Tests of the mediating effect

Model 9-11 was constructed with International Opportunity Recognition (IOR) as the dependent variable and three dimensions of Organizational Cultural Intelligence (OCI) as the independent variable. It is clear that each dimension of OCI has a significant positive impact on IOR. Process capability ($\beta = 0.927$, $p = 0.000$) has the strongest effect, followed by paths capability ($\beta = 0.814$, $p = 0.000$), while positions capability ($\beta = 0.775$, $p = 0.000$) has the weakest effect. Therefore, we support the hypothesis H2a, H2b, and H2c. On the basis of model 2, we build models 3-5, which includes the control variable, the three dimensions of independent variable, and mediator

variable. The results show that International Opportunity Recognition (IOR) plays a positive role in Brand International Competitiveness (BIC), thus confirming hypothesis H3.

Based on the model proposed by Hayes, this study uses a self-testing procedure to examine the mediating effect

of International Opportunity Recognition (IOR). Following the methodology outlined by Preacher and Hayes, Wen and Ye, a total of 5000 guided samples were conducted. The results of mediating effect tests for all three dimensions are shown in Tables 6, 7, and 8.

Table 5 Sample Regression Results

Variables	BIC								IOR		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10	Model 11
OCI 1		0.364*** (0.038)	0.385*** (0.186)			0.362*** (0.039)			0.927*** (0.029)		
OCI 2		0.161*** (0.033)		0.270*** (0.032)			0.265*** (0.030)			0.775*** (0.032)	
OCI 3		0.409*** (0.034)			0.422*** (0.030)			0.394*** (0.031)			0.814*** (0.032)
IOR			0.482*** (0.036)	0.575*** (0.030)	0.463*** (0.029)	0.862*** (0.077)	0.988*** (0.073)	0.718*** (0.074)			
LD						-4.824*** (0.874)	-5.437*** (0.880)	-3.117*** (0.836)			
IOR*LD						-0.561** (0.215)	-0.580** (0.218)	-0.475* (0.202)			
Gender	0.136 (0.353)	0.027 (0.047)	0.019 (0.048)	0.019 (0.049)	0.045 (0.045)	-0.032 (0.047)	0.033 (0.047)	0.053 (0.044)	-0.006 (0.063)	0.004 (0.075)	0.066 (0.072)
Age	-0.049 (0.102)	-0.010 (0.021)	0.004 (0.022)	-0.013 (0.022)	-0.011 (0.020)	-0.003 (0.021)	-0.020 (0.021)	-0.014 (0.020)	0.006 (0.063)	-0.044 (0.034)	-0.032 (0.032)
Education	0.011 (0.045)	0.001 (0.034)	-0.016 (0.035)	-0.052 (0.035)	-0.012 (0.032)	-0.024 (0.034)	-0.060 (0.034)	-0.018 (0.031)	0.066 (0.045)	-0.022 (0.054)	0.071 (0.052)
Position	-0.306 (0.073)	0.049 (0.071)	-0.025 (0.073)	-0.039 (0.075)	0.009 (0.068)	-0.031 (0.071)	-0.042 (0.072)	-0.001 (0.067)	0.026 (0.095)	-0.031 (0.114)	0.037 (0.110)
Enterprise Size	0.014 (0.153)	-0.002 (0.020)	0.003 (0.020)	0.009 (0.021)	-0.003 (0.019)	-0.002 (0.020)	0.003 (0.020)	-0.006 (0.018)	-0.002 (0.026)	0.017 (0.031)	-0.011 (0.030)
Enterprise Age	0.109 (0.042)	0.003 (0.031)	0.037 (0.033)	0.038 (0.033)	0.042 (0.030)	-0.024 (0.032)	0.023 (0.032)	0.033 (0.029)	-0.055 (0.042)	-0.057 (0.051)	-0.024 (0.048)
Enterprise Type	-0.128 (0.068)	-0.001 (0.031)	0.002 (0.033)	-0.010 (0.033)	-0.029 (0.030)	0.005 (0.032)	-0.006 (0.032)	-0.025 (0.029)	0.032 (0.042)	-0.007 (0.050)	-0.055 (0.048)
Constant	3.460*** (0.353)	0.173 (0.181)	0.368* (0.186)	0.555** (0.187)	0.312 (0.171)	1.999*** (0.208)	2.415*** (0.189)	1.877*** (0.185)	-2.775*** (0.242)	-1.936*** (0.281)	-2.352*** (0.276)
R ₂	0.024	0.796	0.780	0.772	0.814	0.795	0.791	0.820	0.698	0.568	0.600
Adj- R ₂	0.009	0.791									
ΔR ₂	0.024	0.796	0.780	0.772	0.814	0.795	0.791	0.820	0.698	0.568	0.600
F	1.639	179.178***	181.390***	173.020***	223.695***	161.716***	157.452***	190.590***	133.410***	75.831***	86.622***

Table 6 Results of Mediating Effect Test of Processes Capability

Model	Coefficient	se	t	p	LLCI	ULCI
OCI 1-IOR	0.924	0.028	32.699	0.000	0.868	0.979
IOR-BIC	0.478	0.035	13.487	0.000	0.409	0.548
OCI 1-BIC (Control IOR)	0.388	0.039	9.881	0.000	0.311	0.466
Mediating Effect	0.443	0.031			0.382	0.504

Table 7 Results of Mediating Effect Tests of Positions Capability

Model	Coefficient	se	t	p	LLCI	ULCI
OCI 2-IOR	0.777	0.032	24.586	0.000	0.714	0.839
IOR-BIC	0.574	0.030	18.970	0.000	0.514	0.633
OCI 2-BIC (Control IOR)	0.272	0.031	8.694	0.000	0.211	0.334
Mediating Effect	0.478	0.028			0.422	0.532

Table 8 Results of Mediating Effect Tests of Paths Capability

Model	Coefficient	se	t	p	LLCI	ULCI
OCI 3-IOR	0.817	0.031	26.121	0.000	0.755	0.878
IOR-BIC	0.464	0.028	16.408	0.000	0.408	0.519
OCI 3-BIC (Control IOR)	0.423	0.030	14.117	0.000	0.364	0.482
Mediating Effect	0.396	0.029			0.338	0.452

The indirect influence coefficient of processes capability (OCI 1) on BIC was 0.443, and the 95% confidence interval for the effect ranges from Lower Limit Confidence Interval 0.382 to Upper Limit Confidence Interval 0.504 (LLCI = 0.382, ULCI = 0.504). Since the interval does not include 0, this suggests a significant mediating effect. When controlling IOR, the direct effect coefficient of OCI 1 on BIC is 0.388 and the confidence interval is (LLCI = 0.311, ULCI = 0.466). Again, this interval does not

include 0, which indicates a significant direct effect. These results suggest that IOR plays a partial mediating role between OCI 1 and BIC.

Similarly, the indirect effect of positions capability (OCI 2) on BIC via IOR is 0.478 with a 95% confidence interval (LLCI = 0.422, ULCI = 0.532). Since the interval does not include 0, this suggests a significant mediating effect. When controlling IOR, the direct effect coefficient of OCI 2 on BIC is 0.272 with confidence interval (LLCI = 0.211, ULCI = 0.334).

Again, this interval does not include 0, which indicates a significant direct effect. These results suggest that IOR plays a partial mediating role between OCI 2 and BIC.

Finally, the indirect influence coefficient of paths capability (OCI 3) on BIC via IOR is 0.396 with 95% confidence interval (LLCI = 0.338, ULCI = 0.452). Since the interval does not include 0, this suggests a significant mediating effect. When controlling IOR, the direct effect coefficient of OCI 3 on BIC was 0.423 with confidence interval (LLCI = 0.364, ULCI = 0.482). Again, this interval does not include 0, which suggests a significant direct effect. These results suggest that IOR plays a partial mediating role between OCI 3 and BIC. Overall, the results support hypothesis H4, suggesting that international opportunity recognition plays a partial mediating role in all three dimensions of organizational cultural intelligence.

Discussion

In the international market competition, enterprises with a high level of organizational culture intelligence can actively adapt to and face the difficulties and conflicts caused by changes and differences in the natural and human environment, and show stronger endurance and higher continuous motivation to the uncertainties in the market environment. As companies accumulate international experience in a cross-cultural context, they can identify and acquire market opportunities more quickly, effectively and skillfully. By discovering new international

markets and markets that have not yet been fully developed, we can take the lead, formulate brand competition strategies, adjust resource allocation, and better adapt to the international market, so as to enhance brand international competitiveness of enterprises.

Conclusions

Through the analysis of this study, we draw the following conclusions:

1. Enterprises with high organizational cultural intelligence tend to have stronger brand competitiveness in the international market competition.
2. The enterprises with high level of organizational culture intelligence can identify new opportunities quickly and effectively, while the enterprises with low level of organizational culture intelligence are more likely to fail to find or miss new opportunities.
3. Enterprises with high ability of international opportunity recognition tend to have stronger brand competitiveness.
4. International opportunity recognition plays a mediating effect between organizational cultural intelligence and brand international competitiveness.

This is of great theoretical value for deepening and perfecting the theory of organizational cultural intelligence. In addition, the research results have a strong reference for enterprises to better implement the “going out” strategy and promote the “Belt and Road” strategic thinking. At the same time, it provides a theoretical basis and an empirical example for strengthening the

construction of coffee enterprises, promoting internationalization of key industries, and enhancing brand international competitiveness of coffee enterprises, which has great practical significance.

Suggestions

Based on the findings and conclusions of this study, we put forward some suggestions to solve the obstacles and problems of Chinese coffee enterprises in improving international brand competitiveness.

1. Strengthen external communication and create a good business environment. The local government should strengthen foreign exchanges, business cooperation, labor service cooperation, and educational exchanges. At the same time, as the primary actors, coffee enterprises should fully leverage the preferential policies associated with the “Belt and Road” initiative, actively engage in cooperation and communication with relevant foreign institutions, and promote the dissemination of their coffee brands.

2. Strengthen brand cultivation and enhance brand awareness. Starting from the entire industry chain, including coffee varieties, processing, products, and culture, we aim to build a regional mass brand and establish a unified brand image both domestically and internationally, gradually forming a comprehensive brand system. The high-quality market reputation provides a strong guarantee for participating in international market competition, enhancing the visibility and

bargaining power of coffee enterprises in the global market.

3. Strengthen the cultivation of organizational cultural intelligence of coffee enterprises and improve the international competitiveness of the industry. The coffee industry leaders should engage in training and experience sharing to enhance cultural intelligence and international opportunity recognition. To enhance the organizational learning capability in cross-cultural environments, enterprises can gain insights into local cultures and understand regional differences. By adjusting internal work plans according to actual needs and internalizing these differences through effective management practices, organizations can accelerate their adaptation to new environments and flexibly utilize or expand their specific resources. In the process of resource accumulation, enterprises can establish core capabilities with unique characteristics. Meanwhile, by summarizing past international strategy experiences and adjusting current strategies based on actual conditions, the company can establish the correct direction and path for its development in the international market. Cultivate the enterprise’s ability to identify opportunities in the international market. Through systematic, purposeful, rational, and thorough exploration, proactively discover international opportunities to help the enterprise expand its target market scope, acquire more information, address operational risks associated with internationalization,

and enhance overall performance. By identifying new international markets and underdeveloped markets, the enterprise can be the first to introduce its brand to the global stage, gaining widespread recognition, and securing long-term, deeper influence. This, in turn, drives the enterprise's development and enhances its competitiveness in the global market.

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Name and Surname: Rui Hu

Highest Education: Doctoral Candidate, Doctor of Philosophy Program in Business Administration, Dhurakij Pundit University

Affiliation: International College, Dhurakij Pundit University

Field of Expertise: Enterprise Management