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The Moderating Effect of Social-Media Among Managerial Capabilities and Strategic Innovations on Product Life Cycle Management and Distribution Performance

Daman Sudarman
Faculty of Economics and Business, Padjadjaran University, Indonesia
Email: daman.sudarman@umj.ac.id

Dwi Kartini
Faculty of Economics and Business, Padjadjaran University, Indonesia
Email: d.kartini@unpad.ac.id

R Arief Helmi
Faculty of Economics and Business, Padjadjaran University, Indonesia
Email: arief.helmi@unpad.ac.id

Rita Komala Dewi
Faculty of Economics and Business, Padjadjaran University, Indonesia
Email: rita.komaladewi@unpad.ac.id

The COVID-19 pandemic has created business difficulties for RTD tea, the second-most popular soft drink after bottled water. This study examines the impact of Managerial Capability and strategic innovation on Product Lifecycle Management and distribution success at the RTD tea company, as mediated by social media. This research adopts a quantitative methodology. The research sample was gathered utilizing a methodical procedure. Participants in the poll were 160 operational and marketing managers from ready-to-drink beverage firms in Jakarta, Bogor, Depok, Bekasi, and Tangerang. This work uses structural equation modeling as its analytic approach. The findings revealed that Managerial Capabilities had no significant effect on Distribution Performance, that Managerial Capabilities had no significant impact on Product Lifecycle Management, that Product Lifecycle Management had a significant effect on Distribution Performance, and that social media mediates PLM Distribution Performance. Distribution Performance is significantly affected by the Strategic Innovation variable, while Product Life Cycle Management is affected dramatically by the Strategic Innovation variable. The proposed model suggested RTD tea company as a solution to the problems caused by the Covid-19 Pandemic. The research findings aid RTD tea company management in determining Managerial Capability and strategic innovation in Product Lifecycle Management and distribution performance via social media.

Key words: Managerial capability, strategic innovation, product life cycle management, distribution performance, social media.

1. INTRODUCTION

The food industry increased by 13.01% in the first three months of 2018. (yoy). It was much bigger than the growth in the first quarter of 2017, which reached 8.25%. (yoy). In contrast, the beverage industry, which expanded by 5.06 percent year-over-year in the first quarter of 2018, is in far better form than in 2017, when it continued to experience a decline in production (Pramono et al, 2003).

Indonesia's soft drink business has a promising future due to the country's abundant raw material resources. Additionally, lifestyle changes have affected people's beverage choices. According to the Indonesian Standard Business Field Classification (henceforth KBLI), the business group for soft drinks consists of bottled drinking water (also known as AMDK), carbonated drinks, fruit juice, and ready-to-drink (RTD) tea, coffee, or milk, and isotonic drinks.

During the COVID-19 epidemic, trade and supply chain challenges have developed for ready-to-drink (RTD) tea, the second most popular soft drink option after bottled water. The closure of food service outlets, including independent outlets such as meatball stalls (warung bakso) and Padang rice stalls (warung Padang), as a result of social distancing, has a significant negative impact on the sales volume of this category, as these are beverages commonly consumed in food and beverage service that had recorded growth during the review period before pandemics. This study is conducted to contribute to the literature.

The theory also because the studies before it didn't discuss the moderating role of social media among managerial capabilities and product life cycle. In this regard, this study aims to enrich the body of knowledge with significant implications regarding the role of social media and firms' innovation in improving the product life cycle. Indeed, earlier studies in this research area neglected the important role of social media. Furthermore, this study is significant because it is designed to provide realistic implications regarding the position of managerial abilities for RTD tea. In this regard, the implications of this study would enhance the marketing purpose of RTD tea and furnish the managerial skills of different individuals to improve the productivity.

This study is significant because it aims to deliver actual information to RTD tea's upper management to improve the employees' grasp of advanced work skills, enhancing the managerial capabilities from product creation and product life cycle. Therefore, this study contributes substantially to the body of knowledge and is a well-managed manuscript for the sustainable development of RTD tea with effective management skills.

2. LITERATURE REVIEW

Differentiated marketing employs distinct marketing strategies for various market segments. A market segment is a group of individuals with similar traits and interests. Market segmentation categorizes clients based on shared features. Initiated by Smith in 1956, it is a significant and widespread marketing activity that many firms employ to understand their clients better (Abbasimehr et al, 2019; Peker et al, 2017). Businesses with properly defined client segments can create long-term relationships with a specific group of customers. Numerous fields have made extensive use of market segmentation research, including e-commerce (Xu et al, 2020), retail (Son et al, 2021), banking (Abbasimehr et al, 2019; Firdaus et al, 2021), telecommunication (Babaiyan et al, 2019; Hwang et al, 2021), and education (Abbasimehr et al, 2019; Davari et al, 2019; Sulastri et al, 2021). In addition to evaluating the temporal characteristics of a changing environment, firms must assess how this may affect their resources. Businesses must exert effort to maintain their competitive advantage. Among these efforts are: (1) developing and increasing resources; (2) developing skills; (3) developing and periodically transforming resources into capabilities; and (4) taking into account the temporal nature of resources and their effects, either in the form of different life cycle effects or the heterogeneity of the company's resources over time.

Companies must manage the product life cycle based on the product life cycle and account for every element that affects them (Murad et al, 2022; Yaqub et al, 2022). If the company's products have reached the decline stage, it will harm sales revenue and sales performance. Therefore, Product Lifecycle Management is necessary so that the firm does not incur losses or suffer a deterioration in performance (Imran et al, 2021; Shankar et al, 2021). Product Lifecycle Management is a business activity with an integrated approach to business processes and information that supports the effective management of a product throughout its full life cycle, from inception until consumers no longer remember it.

Corporate procedures and practices, people, and technology impact product cycle management implementation. In other words, the company's resources impact product cycle management. The material, intangible, and human resources a business possesses fall into three categories: tangible, intangible, and human.

This study aims to investigate intangible assets, including capacities and innovation. This investigation uncovered dynamic capabilities in the form of managerial competencies. Managerial capability can be defined as the ability of a corporation to manage its resources, including tangible and human resources, as well as other intangible resources possessed by the organization, for the company to meet rapid mental changes and become competitive. Thus, the organization will be able to attain both financial and non-financial performance excellence.

In terms of innovation, the type of innovation observed in this study was referred to as strategic innovation. Strategic innovation refers to the invention that can support the efforts and strategies of a business in achieving its objectives. Strategic innovations that change existing firms into new enterprises significantly affect distribution performance (Moldabekova et al, 2021). The foundation for the strategic innovation model created by Schlegelmilch et al, (2003) indicates that strategic innovation can boost customer value and position the organization in a competitive setting. Innovative business processes and activities that support the company's aims affect the company's marketing performance (Kalay et al, 2015; Laban et al, 2019; Lilly et al, 2014; Schroeder, 1993).

Marketing operations are another important business activity for the Distribution Performance of the company (Abdelaziz, 2021; Sari et al, 2021; Sharma et al, 2021). Social media marketing communications are the practical marketing actions in this study (Bashir et al, 2022; Leitner et al, 2022; Rachmawati et al, 2022). Social media is a medium that provides its users with a social network identity by allowing them to create profiles for social activities, as well as the ability to develop and share thoughts with other content users without the constraints of geography and time (Carr et al, 2015; Erdil et al, 2016; Kaplan et al, 2010). Social media has become an essential external and internal communication channel for firms and can even help improve Distribution Performance. Based on critical analyses of the studies mentioned above, the following assumptions were created for this study:

H1. There is a relationship between managerial capability and distribution performance.

H2. There is a relationship between managerial capability and product life cycle management.

H3. There is moderation of social media in the relationship between product life cycle management and distribution performance.

H4. There is a relationship between product life cycle management and distribution performance.

H5. There is a relationship between strategic innovation and distribution performance.

H6. There is a relationship between strategic innovation and product life cycle management.

H7. Product life cycle management is mediating in the relationship between managerial capability and distribution performance.

H8. Product life cycle management is mediation in the relationship between strategic innovation and distribution performance.

3. RESEARCH METHODS

This study employs a quantitative methodology, focusing on observable and quantifiable aspects of social behavior.

It also recognizes and evaluates the meaning that individuals convey through their actions and the generalizable effect. This study adheres to the positivist paradigm, which relies on objectivity and science to obtain knowledge . This study focuses on brief research, logical deductive exposure models, testing causal links to demonstrate the theory, employing survey instruments to collect research data, and generalizing the draw conclusions.

Members of the Soft Drink Industry Association that produce and market ready-to-drink tea in Greater Jakarta (Jakarta, Bogor, Depok, Tangerang, and Bekasi) constitute the population of this study. The research sample was collected using a systematic method. This type of sample fits the study's requirements. This study's respondents are personnel in the structural field, so they are familiar with the organization's plan and can respond to questions regarding research factors. Based on the sample, 160 operational managers and marketing managers from ready-to-drink beverage firms in Jakarta, Bogor, Depok, Bekasi, and Tangerang participated in the survey. This work uses structural equation modeling as its analytic approach .

4. RESEARCH FINDINGS

4.1 Outer Model or Measurement Model

The evaluation of the measurement model conforms to Hair, Risher, Sarstedt, and Ringle (2019), which includes four steps, including indicator reliability and convergent validity. The analysis findings, as shown in Table 1, indicate that all construct reliability and Cronbach alpha satisfied the recommended internal consistency reliability, which was greater than 0.70. (Hair et al., 2019).

The Cronbach's Alpha and Composite Dependability values of each construct can be used to determine to construct reliability. Although the recommended value for composite reliability and Cronbach's alpha is more significant than 0.7, because the loading factor limit used in development research is low (0.5), composite reliability values and low alpha Cronbach's are still acceptable as long as the requirements for convergent validity and descriptive validity are met.

Based on the analysis findings in Table 2, the value of Cronbach's alpha and composite reliability of all constructs is likewise above 0.7, indicating that all constructs have satisfied the required dependability; hence, all constructs can be considered reliable (Hair et al, 2019). Following the recommendations, the composite reliability values of all variables fell between 0.70 and 0.95, with 0.70 as the lower limit and 0.95 as the upper limit, and there was no evidence of redundancy (Hair et al, 2019). According to the reliability test results, it is possible to conclude that all indicators have shown internal consistency, meaning that they can be regarded as reliable for measuring the construct.

4.2 Inner Model Test

a) The Goodness of Structural Fit Models

In this test, the value of the R square model indicates the predictive ability of the model based on the exogenous variables' ability to predict the endogenous variable. There are three categories for the value of R square: good, average, and poor. An R square value of 0.67 suggests a robust PLS model, whereas a value of 0.33 indicates a moderate PLS model, and a value of 0.19 indicates a weak PLS model.

Table 1. Convergent Validity Test Results

Variable	Indicator	Loading Factor	AVE	Validity
Distribution	DP1	0.947	0.891	valid
Performance	DP2	0.965		valid
	DP3	0.919		valid
Managerial	MC1	0.897	0.841	valid
Capability	MC10	0.908		valid
	MC11	0.905		valid
	MC2	0.896		valid
	MC3	0.957		valid
Moderation	MC4	0.921		valid
	MC5	0.916		valid
	MC6	0.927		valid
	MC7	0.936		valid
	MC8	0.919		valid
	MC9	0.903		valid
	PLM * SM	1,287		valid
Product life	PLM1	0.933	0.856	valid
cycle	PLM10	0.939		valid
management	PLM11	0.919		valid
	PLM12	0.903		valid
	PLM2	0.913		valid
	PLM3	0.940		valid
	PLM4	0.928		valid
	PLM5	0.937		valid
	PLM6	0.882		valid
	PLM7	0.937		valid
	PLM8	0.933		valid
	PLM9	0.933		valid
Strategic	SI1	0.886	0.860	valid
Innovation	SI10	0.933		valid
	SI11	0.923		valid
	SI2	0.928		valid
	SI3	0.932		valid
	SI4	0.925		valid
	SI5	0.935		valid
	SI6	0.942		valid
	SI7	0.947		valid
	SI8	0.910		valid
	SI9	0.940		valid
Social Media	SM1	0.710	0.814	valid
	SM2	0.930		valid
	SM3	0.982		valid
	SM4	0.961		valid

DP: Distribution Performance, MC: Managerial Capability, PLM: Product life cycle management, SI: Strategic innovation, SM: Social Media, AVE: Average variance extracted

Source: processed data (2021)

If an R-squared value is equal to or higher than 0.75, it can be considered significant or strong. The relationship is moderate to strong when the R-squared value is between 0.50 and 0.75. The R-squared value is weak when it is between 0.25 and 0.50. However, if the R-squared value is above 0.9, the model is considered to overfit (Hair et al.,

2019).

Table 2. Composite Reliability Test Results

	Cronbach's Alpha	Composite Reliability
DP	0.939	0.961
MC	0.981	0.983
MODERATION_	1,000	1,000
PLM	0.985	0.986
SI	0.984	0.985
SM	0.920	0.945

DP: Distribution Performance, MC: Managerial Capability, PLM: Product life cycle management, SI: Strategic innovation, SM: Social Media

Source: processed data (2021)

Table 3. R Square Model

	R Square	R Square Adjusted
DP	0.819	0.807
PLM	0.586	0.573

DP: Distribution Performance, PLM: Product life cycle management

Source: processed data (2021)

Based on the analysis results in Table 3, the R square value of the Distribution Performance variable (DP) is 0.807. Because the R square value is > 0.67, the model is stated that the model is vital in predicting the high and low of the company's Distribution Performance. Furthermore, in the product life cycle management variable, an R Square value of 0.586 is obtained; because the R square value is in the interval 0.33 - 0.67, the model is stated that the model is quite strong (moderate) in predicting the highs and lows of product life cycle management.

Table 4. Q square Value

	SSO	SSE	Q^2 (=1-SSE/SSO)
DP	300,000	84,621	0,718
MC	1100,000	1100,000	
MODERATION_	100,000	100,000	
PLM	1200,000	611,769	0,490
SA	1000,000	1000,000	
SI	1100,000	1100,000	
SM	400,000	400,000	

DP: Distribution Performance, MC: Managerial Capability, PLM: Product life cycle management, SI: Strategic innovation, SM: Social Media, SSE: Sum Square Error, SSO: Sum Square Observation, Q^2: predictive relevance

Source: processed data (2021)

Testing predictive relevance (Q^2) serves to validate the model. This measurement can be used if the endogenous latent variable has a reflective measurement model. Q2 predictive significance values of 0.002 (weak), 0.15 (moderate), and 0.35 (strong). The predictive relevance (Q^2) result is considered to be good if the value is greater than zero, implying that the exogenous latent variable is good (appropriate) as an explanatory variable capable of predicting its endogenous variable, and conversely, if the predictive relevance (Q^2) result is less than zero, means that the model lacks predictive relevancy (Hair et al., 2019). The results of this study's predictive relevance (Q^2) assessment are presented in Table 4.

Based on the results of the analysis in the Table above, the Q Square value of the Company's Distribution Performance variable is 0.718; because the value of Q Square is in the interval > 0.35, the model is declared to have significant predictive relevance in predicting the high and low of the company's Distribution Performance.

Furthermore, on the product life cycle management variable, the Q Square value is obtained by 0.490; because the value of Q Square is in the interval > 0.35, the model is declared to have significant predictive relevance in predicting the highs and lows of product life cycle management.

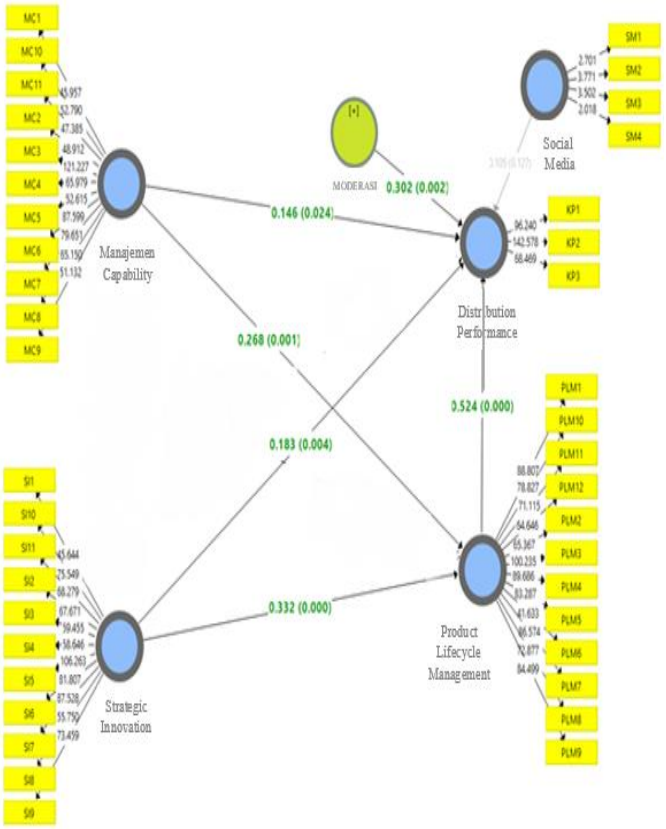

Figure 1: PLS Model Result

Source: processed data (2021)

As can be observed from the estimation outcomes of the PLS model using the above bootstrapping technique, almost all paths are significant, with a p-value < 0.05.

The complete findings of this direct effect significance test are presented in the Table below.

For the findings of the study model to apply to a larger population, the importance of the correlations between the variables must be determined. This experiment was conducted using the bootstrapping technique, which involves resampling, and it was analyzed using SmartPLS 3.3. (Ringle et al, 2016).

Table 5. Partial Effect Test Results

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
MC -> DP	0.146	0.165	0.074	1.975	**0.024**
MC -> PLM	0.268	0.276	0.089	3.029	**0.001**
MODERATION -> DP	0.302	0.265	0.104	2.918	**0.002**
PLM -> DP	0.524	0.505	0.091	5.728	**0.000**
SI -> DP	0.183	0.181	0.069	2.657	**0.004**
SI -> PLM	0.332	0.329	0.097	3.404	**0.000**

DP: Distribution Performance, MC: Managerial Capability, PLM: Product life cycle management, SI: Strategic innovation, SM: Social Media

Source: Data Processing Results (2021)

Table 6. Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
MC -> PLM -> DP	0.141	0.139	0.051	2.769	**0.003**
SI -> PLM -> DP	0.174	0.168	0.062	2.783	**0.003**

DP: Distribution Performance, MC: Managerial Capability, PLM: Product life cycle management, SI: Strategic innovation

Source: processed data (2021)

The empirical tests use significance and coefficient values to assess if a hypothesis is supported. Since the substance of this hypothesis is directional, the direction of the coefficient must correspond with the initial hypothesis's direction. Since the direction of influence was specified in the hypothesis, a statistical test with a single tail was conducted. Suppose the bootstrapping-derived T-statistic is greater than the T-table value of 1.645 (at a significance level or alpha of 0.05). The link between the variables can be considered significant (Ringle et al, 2016). The analysis of this study model was conducted using a one-tailed bootstrapping test with a significance level of 0.05. After evaluating whether or not each path is important, the size of the coefficient (standardized coefficient) associated with each path or path is evaluated and compared. If the test results meet these two conditions, it can be said that the research hypothesis is supported.

The six hypotheses provided in this study are all supported, as demonstrated in Table 5. This is concluded by a significant correlation between the value of the coefficient and the proposed direction of the hypothesis.

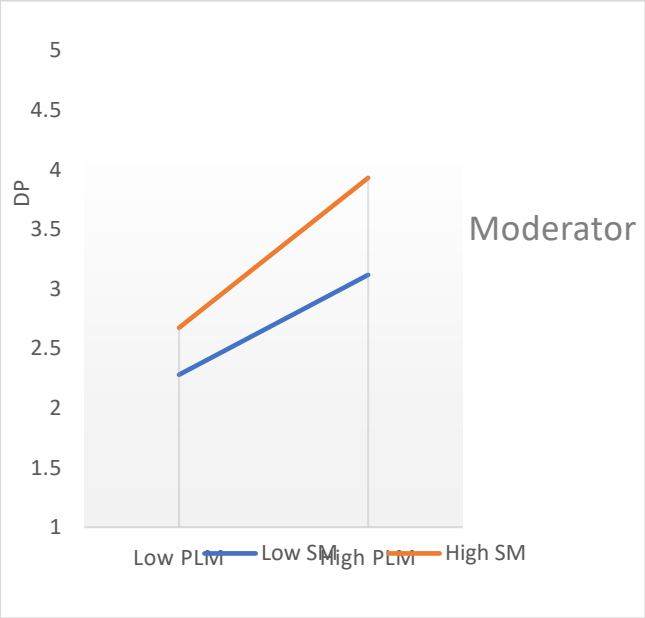

Figure 2: Social Media Moderation

The T-value value >1.65 is stated to influence mediation and p-value (Hair et al., 2019). Table 6 shows that Product Lifecycle Management can moderate Marketing capability and innovation strategy toward Distribution Performance.

The results of the analysis in Figure 3 show that the role of social media in the influence of product life management on the company's distribution performance obtain the p-value e < 0.05, the statistical t > 1.65 and the positive path coefficient, which means the work environment has a positive and significant effect on DP, this means that the more moderation, the higher the DP as well. Furthermore, this relationship is explained in figure 2.

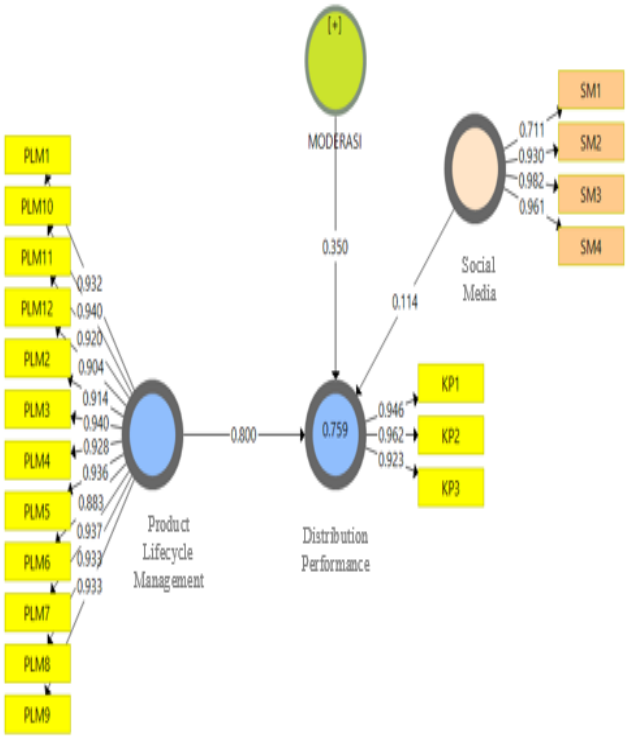

Figure 3: Effect of Product Lifecycle Management on Distribution Performance Moderated by Social Media

5. Discussions

5.1 The Effect of Managerial Capability on Distribution Performance

The results of the PLS calculation show that Managerial Capability does have a positive and significant influence on the company's Distribution Performance. The T statistic of Managerial Capability is 1.975 > 1.96. As a result, it can be concluded that the first hypothesis is supported. This research supports previous research, which has proven that Managerial Capability supports companies in achieving superior performance, both financial and non-financial performance (Helfat et al, 2015; Ng, Dayan et al, 2019; Tseng et al, 2014).

Managerial capability is a company's capacity to manage its tangible and human resources and other intangible resources to adapt to environmental changes and maintain a competitive advantage.

Consequently, the company will be able to accomplish better financial (including customer satisfaction and client growth) and non-financial (which includes sales growth and profit from sales) Distribution Performance (Napitupulu et al, 2020; Pinna et al 2018).

5.2 The Effect of Strategic Innovation on Distribution Performance

The path coefficient value for strategic innovation's effect on Distribution Performance is 0.183 with a p-value of 0.004. Because the p-value is less than 0.05, the impact of strategic innovation on Distribution Performance is statistically significant. This reinforces findings from prior research (Fartash et al, 2012) that innovation is a means to achieve sustained performance and growth (Fartash et al,

2012). In contrast, in Spain, Hervas-Oliver et al (2014) conclude that R&D effort is not positively correlated with production performance.

Moreover, according to J. Chen et al(2018), who employ a process model, namely that the innovation strategy affects consumer satisfaction and then affects financial performance (innovation strategy consumer satisfaction financial performance), then the likely influence of the innovation strategy on Distribution Performance is a process model. The foundation for the strategic innovation model proposed by Schlegelmilch et al. (2003) demonstrates that strategic innovation will boost customer value and position the organization concerning the competition. Innovative business procedures and activities that complement the company's strategic direction affect its Distribution Performance (Kalay et al, 2015; Laban et al, 2019; Lilly e, 2014)t al.

5.3 The Effect of Product Lifecycle Management on Distribution Performance

Based on the above test results, the path coefficient of Product Lifecycle Management on Distribution Performance is 0.524 with a significance level of 0.000. This indicates that Product Lifecycle Management and Distribution Performance have a positive and statistically significant link. Therefore, the product lifespan will determine the Distribution Performance. Bakker supports this finding. Wang et al (2014) and Li et al (2015), demonstrate that Product Lifecycle Management has a positive effect on new product development performance, process performance, and product performance due to the harmonization of failures caused by limited knowledge of the business model, products and services offered by the company, functionality, usability, and cost of the company.

Hofer creates descriptive propositions for each stage of the product life cycle and the environmental and organizational elements that exert the most significant strategic influence on the business at each level (B. Chen et al 2017). Thus, the product life cycle is crucial in determining a business's longevity. Therefore, we require the appropriate Product Lifecycle Management pattern to support the organization's business plan and fulfil its objectives.

5.4 The Effect of Managerial Capability on Product Life Cycle Management

The results showed that Managerial Capability positively and significantly affected product life cycle management. The coefficient value obtained in the study is 0.268 with a p-value of 0.001 (< 0.05). Thus, Hypothesis 4 states that Managerial Capability has a positive and significant impact on Product Lifecycle Management is accepted. Hence, it can be noted that the higher the Managerial Capability, the better the product life cycle. This finding is in line with Ng et al. (2019). They say that Managerial Capability is a form of resource that represents the capacity of managers to run the organization and make and implement strategic and operational decisions by directly influencing and coordinating resources and inputs, consolidating skills and technology into business competencies, and enabling them to react quickly to opportunities environmental changes. Managerial capabilities will also be able to reduce and respond promptly to the product life cycle. Empirical studies have also revealed that the critical success factors for implementing product cycle management are business processes and practices, people, and technology (Gurman et al, 2017).

5.5 The Effect of Strategic Innovation on Product Life Cycle Management

The study yields a positive coefficient value of 0.332 with a significance level of 0.000. Based on these findings, it was determined that strategic innovation is a significant element in enhancing the product lifecycle. Strategic innovation is a multi-functional approach that integrates creativity, competencies, and organizational disciplines to generate breakthrough new ideas that drive business expansion .

This statement indicates that strategic innovation impacts the organization's long-term viability and capacity to remain competitive. This remark explains the relationship between strategic innovation, product life cycle, and product cycle management. Prior empirical research has also demonstrated that company procedures and practices, people, and technology are essential success factors for implementing product cycle management (Gurman et al, 2017). Business processes and practices, people, and technology are resources that must be managed and turned into new goods, processes, or practices that can significantly alter the evolution of markets and industries . Strategic innovation is the creation of value through the application of relevant knowledge and resources to the transformation of ideas into new products, processes, or practices with the potential to have a significant transformative effect on the evolution of markets and industries, resulting in ground-breaking innovative ideas that drive business growth and play a crucial role in the company's sustainable development.

5.6 The Role of Product Lifecycle Management in mediating the influence of Managerial Capability and Strategic Innovative on Distribution Performance

Based on the overall study findings in Table 6, it is possible to conclude that managerial and strategic innovative capabilities affect product life cycle management. In contrast, product life cycle management has been shown to affect Distribution Performance. This means that Product Lifecycle Management has the potential to mediate the effect of organizational and strategic innovativeness on the company's Distribution Performance.

Product Lifecycle Management that mediates the effect of Managerial Capability on the company's Distribution Performance has obtained a p-value of 0.003 < 0.05 with a

t statistic of 2.769 > 1.96 and a positive path coefficient of 0.141, which means that Product Lifecycle Management mediates the positive effect of Managerial Capability on Distribution Performance of the company, hence the better the company's Managerial Capability, the better the Product Lifecycle Management which will further have an impact on the better the company's Distribution Performance.

Product Lifecycle Management mediates the effect of strategic innovation on the company's Distribution Performance has obtained a p-value of 0.003 < 0.05 with a t statistic of 2.783 > 1.96 and a positive path coefficient of 0.174, which means that Product Lifecycle Management mediates the positive effect of strategic innovation on Distribution Performance of the company, hence the better the strategic, innovative company, the better the Product Lifecycle Management which in turn will have an impact on the better the company's Distribution Performance.

5.7 The Role of Social Media in Moderating the Influence of Product Lifecycle Management on Distribution Performance

This study's findings highlight the significance of social media in enhancing the impact of Product Lifecycle Management on a company's Distribution Performance. The results of the analysis depicted in Figure 2 reveal that the path tying the function of social media to the influence of product life management on the Distribution Performance of the company has a p-value of 0.002, a t statistic of 2.918, and a positive path coefficient of 0.302. Since the work environment has a favorable and significant effect on the Distribution Performance of a firm, the more social media activity as moderation, the greater the Distribution Performance of the organization.

According to the analysis's findings, social media is found to mediate the association between Product Lifecycle Management and a company's Distribution Performance. This is backed by a prior study indicating that active consumer participation is crucial for the company's success. In addition, there is some interest among businesses in employing Social Media technologies, but many companies are unaware of how to use them effectively. However, the potential to engage with vast audiences, transforming one-to-one or one-to-many conversations into many-to-many communications, has piqued the interest of entrepreneurs, and the use of Social Media tools has expanded dramatically over the past decade (Haefliger et al, 2011).

Social media has empowered customers to participate actively in the exchange process, as their ideas will be acknowledged and can eventually influence the evolution of products and services. The presence of social media has a significant impact on human activities, including marketing. Social media marketing is highly effective and can reach a wide range of demographics, from adolescents to adults. As a result of the existence of social media, additional critical business operations for performance companies include marketing.

In this study, the marketing activity examined is communication via Social Media. For information about Teh Pucuk Harum's products, each tab provides the variants of Teh Pucuk Harum, activities, and events that Teh Pucuk Harum has conducted.

In addition, the website features a tab labeled "contact" that contains complete information in the form of names and cellphone sales numbers from every city in Indonesia. This is designed to make it easy for parties who wish to collaborate or become distributors and sellers to obtain information on how to acquire these products. This will facilitate and streamline the distribution of The Pucuk Harum items automatically. Additionally, this website is immediately linked and integrated with Facebook and Twitter's social media platforms.

Social media is a medium that gives its users a social network identity through the creation of profiles for social activities, as well as allowing its users to develop and share opinions with content users regardless of space or time constraints (Carr et al, 2015; Erdil et al, 2016; Kaplan et al, 2010). A company's external and internal communication media is social media, which is highly significant and can even help boost the company's Distribution Performance (Ahmad et al, 2019; Alarcon-del-Amo et al, 2017). According to Wang et al (2017), using social media moderates the impact of customer relationship management capabilities on the Distribution Performance of a company.

This finding is similar to the results of other studies (Nisar et al, 2016; Pentina et al, 2013), indicating that businesses use social media to enhance their brand image and awareness. In addition, Social Media influences the company's branding strategy, which leads to eWOM (electronic word of mouth) (Barreda et al, 2015) because eWOM draws consumers and boosts buy intent (Xie et al, 2016). Consequently, Social Media can enhance distribution performance (Ahmad et al, 2019; Alarcon-del-Amo et al, 2017; Cetinkaya et al, 2018; Kim et al, 2018; TP Singh et al, 2017; Tajvidi et al, 2021). Similarly et al, (2017) demonstrate that the utilization of social media moderates the impact of customer relationship management capabilities on distribution performance.

In contrast to research conducted by Haavisto (2012), which indicates that the active participation of consumers is crucial for a company's success, this study argues that consumers' participation is unnecessary. According to Haavisto (2012), corporations are enthusiastic about utilizing Social Media platforms, but many businesses are unsure how to incorporate them properly. However, the potential to engage with vast audiences, transforming one-to-one or one-person-to-many contact into many-person-to-many communication, has piqued the interest of entrepreneurs, and the use of Social Media tools has expanded dramatically over the past decade (Haefliger et al, 2011).

The current investigation includes both contributions and new results (novelty). First, this is the first empirical study that directly and simultaneously researches Managerial Capability, strategic innovation, product life cycle management, Social Media, and Distribution Performance variables in a research model, which has not been done by previous researchers who served as the empirical reference for this study, so this study can be considered novel.

This is the first empirical study to explore the influence of Managerial Capability and strategic innovation variables on Distribution Performance as mediated by product life cycle management variables. According to the findings, product Lifecycle Management fully mediates the effects of Managerial Capability and strategic innovation on Distribution Performance.

This study demonstrated that strategic innovation is essential in enhancing Distribution Performance across the product life cycle. Consequently, this conclusion modifies the model proposed by S. Singh et al, (2020) by merging two primary components, namely people (culture) and technology, in the context of strategic innovation to provide a new perspective when evaluating the product life cycle.

6. Conclusions

This research aimed to explore the impact of Managerial Capability and strategic innovation on Product Lifecycle Management and distribution performance at an RTD tea company, as moderated by social media. Based on the data and discussion, the following conclusion may be drawn: 1) The Managerial Capability of RTD tea companies has a positive and significant effect on Distribution Performance. Thus, the greater a company's Managerial Capability, its distribution performance is more important.

2) The company's strategic innovation has a favorable and significant impact on Distribution Performance. Therefore, the higher the RTD tea company's distribution performance, the greater its capacity for product innovation.

Product Lifecycle Management has a significant and positive impact on Distribution Performance. Therefore, the Distribution Performance of the RTD tea company is enhanced by Product Lifecycle Management.

4) The Managerial Capability of the RTD tea company has a good and substantial influence on Distribution Performance. Therefore, the more a company's Managerial Capability, the better its product life cycle management.

5) The company's strategic innovation has a favorable and significant impact on Distribution Performance. Product life cycle management is more effective the more influential the RTD tea company's capacity for product innovation.

6) Social Media are capable of mitigating the impact of product life management on Distribution Performance. Product Lifecycle Management increases a company's marketing success when correctly applied. RTD tea beverage firms can use social media to introduce their products to a large audience and combat negative preconceptions of RTD tea.

7) This study includes a variety of contributions and new findings (novelty). This is the first study to examine the relationship between a manager's capacity to handle various activities, strategic innovation, product lifecycle management, social media use, and distribution performance within a single model.

8) Additionally, this study is the first empirical inquiry to examine the influence of managerial skill, strategic alliances, and strategic innovation variables on distribution performance via product lifecycle management variables. According to the findings, product lifecycle management mediates one-third of the links between distribution success and the variables of managerial skill, strategic alliances, and strategic innovation.

9) Finally, this study proved that strategic innovation significantly enhances distribution performance throughout the product's life cycle. Similarly, this model can investigate the relationship between strategic innovation and the product life cycle model proposed by Misra, S. C., and Chan. This model has not been explicitly studied previously. As a result of these findings, the model suggested by Sight et al. (2019) has been amended to include two key components in the context of strategic innovation: people (culture) and technology. This has been done to present a variety of perspectives on the product life cycle research process.

7. IMPLICATIONS

7.1 Theoretical Implications

This study has significant theoretical ramifications that have not been addressed in previous research. This study contributes to the body of knowledge by demonstrating that social media information is crucial for the comprehension and education of managers since it influences their behavior. In addition, this study shows the relationship between social media as a moderator and managerial qualities for RTD tea, which has not been covered in any previous research. The association illuminated by this study would enrich the literature regarding managerial talents for performance enhancement. In addition, the ramifications of this study would enhance the relationship of different variables taken into account within the study's framework to provide more significant information regarding the influence of social media as a moderator on managerial skills for improving the performance of RTD management. In addition, this study would promote the state of knowledge by offering a comprehensive grasp of the knowledge by highlighting the moderating effect of social media as an influencer. This study's contribution to the literature will strengthen future research's understanding of the relationship between different variables and give correct information for future studies based on this study's contribution to the literature.

7.2 Practical Implications

As this study shows the qualities of social media as a moderator to enhance managerial competencies, it is crucial to analyze the practical consequences of this research. Indeed, to increase the performance of managers, the top management must deliver accurate and timely information through social media. It is true that social media is an advanced communication tool that facilitates communication between management and consumers. The feedback and suggestions of customers on social media are essential for introducing innovations into the working process and providing actual solutions to consumers' problems. In this regard, RTD tea managers can contact consumers on social media to obtain all relevant information about innovation and the product life cycle. In addition, social media helps provide accurate information regarding the role of management in various businesses; hence, the management of RTD tea should consider this vital role to improve performance and advance results in competitive marketplaces. In mature markets, managerial talents are crucial for enhancing product and service performance to please consumers.

8. FUTURE DIRECTIONS

This study has, without a doubt, addressed the significance of many variables for product life cycle management and distribution performance. However, the role of information communication technology is not examined in this study; hence, future research must concentrate on the part of information communication technology in distribution performance. In addition, this study does not examine the function of low distribution charges; hence, future research must concentrate on the role of low distribution charges in distribution performance.

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