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The Culinary Competitive Resources Model Explores The Mediating Role Of The Relationship Between Market Orientation And Sales Performance In The Traditional Culinary Industry In Central Java, Indonesia

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Abstract

The culinary industry in Indonesia experienced growth in 2022 after experiencing the impact of the COVID-19 pandemic. The same thing happened to the culinary industry in Central Java. The concept of "Food Competitive Resources" suggests that comparative advantage capital helps companies have a competitive advantage in acquiring destination culinary markets. This study also considers the influence of other concepts such as the use of social media, entrepreneurial networks, and love for brands in sales performance. The study involved 350 "typical" culinary SMEs in Central Java who completed a questionnaire. The results of this study are expected to provide a deeper understanding of the influence of competitive resources in the culinary industry and can be a reference for culinary SMEs to improve their sales performance.

Keywords: Market Orientation, Culinary Competitive Resources, Social Media Use, Food Authentic Value, Sales Performance, Resource-Advantage (R-A) Theory, Culinary SMEs

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INTRODUCTION

According to Resource-Advantage (R-A) theory, firms can attain superior financial performance by utilizing their comparative advantage. By leveraging these unique offerings, companies in the region can gain a competitive edge and attract consumers in the market(Bicen, Hunt, & Madhavaram, 2021; Hunt & Madhavaram, 2020). In this case, East Java has the potential to become a leading player in the culinary industry due to its specialties, such as Rawon, Soto Lamongan, Bakso Malang, Peyet Lamongan, and Sate Madura. This presents a valuable opportunity for businesses looking to establish themselves as leaders in the industry. Central Java's culinary specialties, such as Soto Semarang, Soto Kudus, Tahu Gimbal, Nasi Gandul, and Sate Klathak, can be a significant comparative advantage for the region and gain a larger market share in the culinary industry. As East Java has achieved with the spread of their culinary products throughout the archipelago, Central Java can also showcase its unique culinary offerings to a wider audience (bi.go.id 2023).

This study confidently presents a phenomenon that diverges from the expected results, as market orientation does not appear to have a significant impact on sales performance. However, it is important to approach this topic diplomatically and acknowledge the varying perspectives and findings in the field. It is important to note that previous studies have yielded inconsistent results regarding the correlation between market orientation and sales performance. Some studies found no significant relationship, while others found a significant performance relationship (Bhattarai, Kwong, & Tasavori, 2019; Sheppard, 2023). However, it is confidently stated that further research is needed to determine the variables that mediate this relationship. It is diplomatically important to note that not all variables in the marketing mix can act as intervening variables in this relationship (Kamarulzaman, Khairuddin, Hashim, & Hussin, 2021). This study will thoroughly examine the potential impact of specific variables on the relationship between market orientation and sales performance. The sources cited for this research, including Anabila, Kastner, Bulley, and Allan (2019); Hutahayan (2019); Sampaio, Hernández-Mogollón, and Rodrigues (2019), demonstrate the credibility and relevance of this study.

This research introduces the concept of 'food competitive resources.' The concept suggests that superior specialty food and beverage capital can facilitate SMEs in capturing the culinary target market. Additionally, it can establish a connection between market orientation and sales performance. The concept of 'culinary competitive resources' is based on R-A theory (Hunt & Madhavaram, 2020). These concepts include

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social media usage (Troise, Dana, Tani, & Lee, 2022), and the authentic value of food (Ferdinand, 2021). Diplomatically, it is important to acknowledge the potential impact of other factors that may also influence sales performance. This research confidently examines the impact of various concepts on sales performance (Udimal, Liu, & Lou, 2021). The inclusion of these concepts enhances the empirical model of this study on competitive resources in the food industry.

LITERATURE ANALYSIS AND METHODOLOGY

Literature Review

Resource-Advantage Theory (R-A Theory) asserts that demand varies significantly both between and within industries (Hunt, 2019). To succeed in the dynamic culinary market, it is essential to promptly respond to changes in consumer demand and competition (Golgeci, Arslan, Kentosova, Callaghan, & Pereira, 2023). To distinguish itself in destination markets and compete with other culinary offerings, Central Java's culinary scene must emphasize its comparative advantages. According to Levyda, Ratnasari, and Giyatmi (2021), culinary competitive resources are the local resources owned and managed by culinary businesses to meet customer demands in destination markets. As a result, it is important for culinary businesses to have the necessary capital to gain a competitive advantage. Culinary businesses can improve their financial performance by attracting destination markets, as suggested by (Onwuegbuzie & Mafimisebi, 2021; Puriwat & Hoonsopon, 2021; Rasool, Cerchione, Salo, Ferraris, & Abbate, 2021). Based on the R-A Theory, market information can be costly for companies, especially small and medium-sized enterprises (SMEs), due to its often incomplete nature. However, implementing market orientation can assist companies in staying ahead by providing products and services that are tailored to the target market. Therefore, it is recommended that culinary SMEs in Central Java focus on implementing the concept of market orientation. Companies can confidently align with market demands by adopting a combination approach that combines contemporary flavors with modern services, without sacrificing their uniqueness. Market orientation can also improve brand performance and increase brand loyalty, as demonstrated by recent studies Woehler and Ernst (2022); (Yang, Jaafar, Al Mamun, Salameh, & Nawi, 2022; Ye & Lau, 2022). It is important to acknowledge the diverse perspectives and opinions in the market, and by doing so, companies can foster a cooperative atmosphere that benefits all stakeholders. Market orientation can also improve brand performance and

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increase brand loyalty, as demonstrated by recent studies Woehler and Ernst (2022); Yang et al. (2022); Ye and Lau (2022).

This study emphasizes the importance of using social media as a competitive advantage for firms to reach destination markets with superior preferences. Culinary small and medium-sized enterprises (SMEs), particularly in Central Java, rely on social media to promote and showcase their products to target markets. The local wisdom of Central Java's culinary scene can be utilized to develop a beloved culinary brand, with lumpia serving as a prime example. Social media plays a crucial role in strengthening Lumpia's position as the most memorable brand among consumers, including tourists. It is important to consider viralizing Lumpia through social media to maintain brand loyalty and increase its popularity among consumers. This study demonstrates the significant impact of social media on brand recognition and consumer preference, as supported by previous research (Elisa, Fakhri, Pradana, & Feng, 2022; Mabkhot, Isa, & Mabkhot, 2022; Zhao, Lee, Li, & Sun, 2022). The effective use of social media is a valuable strategy for culinary businesses to thrive in a competitive market, as supported by various studies (Bruce et al., 2022; Elisa et al., 2022; Lou, Jiao, & Koh, 2021; Mabkhot et al., 2022; Sharmin et al., 2021; Zhao et al., 2022).

This approach has been supported by several studies (CoŞKun, 2021; Sutadji, Susilo, Wibawa, Jabari, & Rohmad, 2021; Suttikun, Meeprom, & Gupta, 2021), which demonstrate its effectiveness. The concept of Food Authentic Value improves sales performance by using a company's comparative capital to convince people to buy culinary products with distinctive values that are competitive with those of competing products. It can be confidently stated that the degree of authenticity in the food offered by the company's culinary business has a direct impact on its control over the destination market, which in turn affects its sales performance (Ali esmaeili & Kheiry, 2020; Ferdinand, 2021; Ilmiwan, Festiyed, & Usmeldi, 2019). It is important to acknowledge the research conducted by these scholars and their contributions to this conclusion.

This study confidently asserts that sales performance is a direct result of a company's competitive advantage capital, as supported by various sources (Edwards, Miles, D'Alessandro, & Frost, 2022; Suntharalingam & Yoganathan, 2021; Wang, Li, Zheng, Jiang, & Yang, 2021). Additionally, it diplomatically suggests that culinary SMEs with market-oriented capital may be better equipped to meet the demands of their target market, as noted by KuŞÇU (2019). Culinary small and medium-sized enterprises (SMEs) can effectively enhance customer retention in destination markets through the

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strategic use of persuasive information capital and smart networking. This has been demonstrated by the research of Zang, Wang, Yang, and Chen (2020); Zhang, Lu, and Zheng (2020), on social media use and entrepreneurial networking.

METHODOLOGY

This research design confidently aims to identify cause-and-effect relationships between market orientation variables, culinary competitive resources, social media use, and food authentic value, and sales performance in Central Java. The study population consists of typical Central Java Culinary SMEs in 35 districts/cities, comprising 29 districts and 6 cities in Central Java. The sampling technique used in this study is purposive sampling, which was chosen diplomatically to ensure the most representative sample possible. For this study, a sample of typical culinary SMEs from Central Java that have been operating for at least five years was required. The sample size was determined to be 350 respondents (Hair, Risher, Sarstedt, & Ringle, 2019). To obtain interval data, the questionnaire statements used a scale of 1-10 and were assigned a score or value. The Three-box Method index analysis technique (Ferdinand 2014). was confidently employed. Third, the Regression Equation Test (Ferdinand 2014). will be utilized for model and hypothesis testing. This will involve Confirmatory Factor Analysis and Structural Equation Modeling (SEM) utilizing the AMOS 26.0 computerized package to validate the most dominant factors in a group of variables.

Table 1 Instrument Test Results of Sales Performance Research Model

Konstruk/Variabel Laten	Crounbach α	Item (Indikator)	*Valid*
Market Orientation	0. 861	Our culinary SMEs respond quickly to changes in customer needs and wants (X1)	0.728
		Our culinary SMEs respond quickly to competitor activity (X2)	0.699
		Our culinary SMEs work in a coordinated	0.708

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Konstruk/Variabel Laten	Crounbach α	Item (Indikator)	*Valid*
		manner to meet the needs of our target markets (X3)	
		Our culinary SMEs develop new products/services that will satisfy uncovered customer needs (X4)	0.697
Social Media Use	0.864	Our culinary SMEs post new offers and inform customers about special deals (X5)	0.716
		Our culinary SMEs negotiate exchange terms in real-time (X6)	0.706
		Our culinary SMEs demonstrate specific value propositions, using visual advertising and additional demonstrations (X7)	0.699
		Our culinary SMEs educate potential customers about the product or service through two-way interactions (X8)	0.728
Culinary Competitive Resources	0.851	Culinary SMEs have culinary traditions from generation to generation(X9)	0.686
		Culinary SMEs have flavors that are maintained from	0.734

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Konstruk/Variabel Laten	Crounbach α	Item (Indikator)	*Valid*
		generation to generation(X10)	
		Culinary SMEs create old cuisines with a contemporary approach (X11)	0.692
		Our culinary SMEs only focus on our expertise (X12)	0.652
Food authentic value	0.840	Our culinary SME products have an attractive presentation (X13)	0.668
		The aroma of our culinary SME products is able to arouse appetite (X14)	0.698
		The taste of our culinary SME products represents the local wisdom of our city (X15)	0.705
		Compared to competing products, our culinary SME products are able to fulfill customer desires (X16)	0.620
Sales Performance	0.858	Customers are happy with the quality of service provided by our culinary SMEs (X17)	0.668
		Customers of our culinary SMEs often	0.705

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Konstruk/Variabel Laten	Crounbach α	Item (Indikator)	*Valid*
		speak positively about our culinary SMEs (X18)	
		Our culinary SMEs' market share has increased (X19)	0.721
		The sales volume of our culinary SMEs has increased (X20)	0.716

The table is truly impressive. It clearly shows that all 20 items used to form the latent constructs are not only reliable (over 0.70), but also valid, meaning that they can be confidently used to create a research model of food competition means. It's exciting to see such promising results.

RESEARCH AND RESULTS

The empirical model of food competitive resources is being developed to explore the novelty and expansion of Resource-Advantage (R-A) in bridging the gap between market orientation and sales performance. The text also mentions the concepts of social media use (Troise et al., 2022), and food authenticity (Ferdinand, 2021). The inclusion of these concepts enhances the empirical model of this study on food competition resources. The results of the instrument testing support the concept and empirical model of food competition resources. This study utilizes Confirmatory Factor Analysis to ensure that the full model of research on food competitive resources meets the eligibility criteria for a good model. The feasibility of this research model is tested using statistical and non-statistical approaches.

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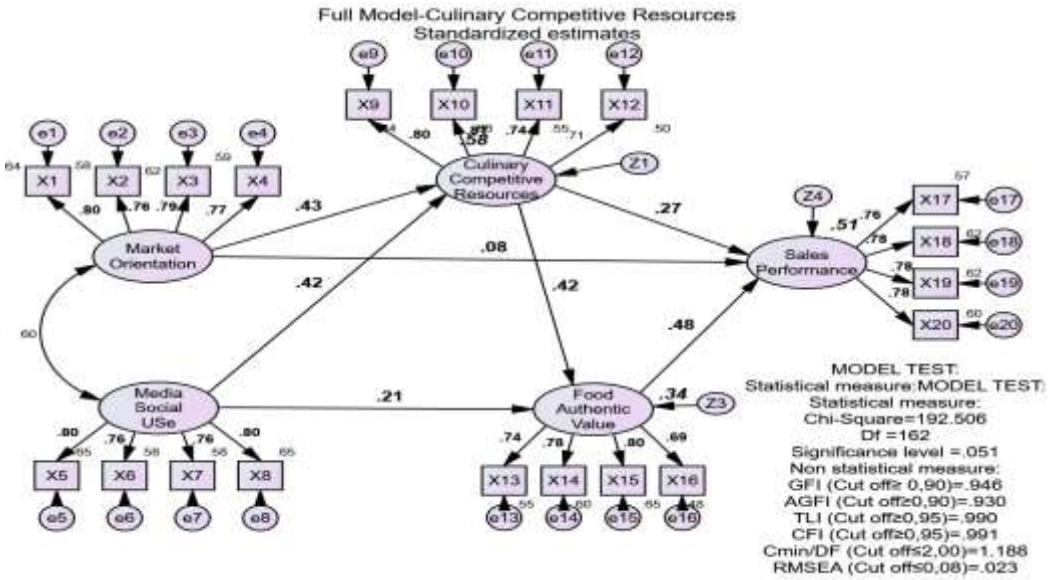


Figure 1 Confirmatory Factor Analysis Test Results Full Model Construct Culinary Competitive Resources

This study utilizes Confirmatory Factor Analysis to ensure that the full model of research on food competitive resources meets the eligibility criteria for a good model. The feasibility of this research model is tested using statistical and non-statistical approaches.

Table 2 Results of Feasibility Testing of *Culinary Competitive Resources* Model

Criteria	*Cut of Value*	Results	Evaluation
Chi-Square	χ^2 dengan df: 162; p:5% = 192,700	192,506	Fit
Probability		0,051	Fit
GFI	≥ 0,05	0,946	Fit
AGFI	≥ 0,90	0,930	Fit
TLI	≥ 0,90	0,990	Fit
CFI	≥ 0,95	0,991	Fit
CMIN/DF	≥ 0,95	1,188	Fit
RMSEA	≤ 2,00	0,023	Fit
	≤ 0,08		

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The table above shows that the GFI and AGFI values do not meet the goodness of fit provisions for the constructs of the Culinary Competitive Resources Model. However, the Culinary Competitive Resources Model used is generally considered capable of forming a research model. The next step is to conduct hypothesis testing on the Culinary Competitive Resources Model.

Table 3 Hypothesis Testing Results culinery competitive resources model

			Estimate	S.E.	C.R.	P	Label
Market_Orientation	→	Culinary_Competitive_Resources	.426	.066	6.423	***	H1
Market_Orientation	→	Sales_Performance	.073	.071	1.036	.300	H2
Media_Social_USe	→	Culinary_Competitive_Resources	.385	.061	6.283	***	H3
Media_Social_USe	→	Food_Authentic_Value	.198	.078	2.545	.011	H4
Culinary_Competitive_Resources	→	Food_Authentic_Value	.428	.088	4.847	***	H5
Culinary_Competitive_Resources	→	Sales_Performance	.254	.079	3.218	.001	H6
Food_Authentic_Value	→	Sales_Performance	.454	.069	6.601	***	H7

The table above displays a CR value above 1.96 with a P value smaller than 0.05 and a lambda or factor loading value greater than 0.5. These results indicate that hypothesis 2, which proposes a relationship between Market Orientation and Sales Performance in the culinary competitive resources model, cannot be accepted. However, the results of hypotheses H1, H3, H4, H5, H6, and H7 are accepted in the culinary competitive resources research model.

CONCLUSION AND RECOMMENDATIONS

The results of data analysis show that the research model of Culinary Competitive Resources has met the criteria of goodness of fit. So pulan using t-test testing of regression weights, where based on both tests have obtained good results. suggestions / policy implications in accordance with the priorities that can be given as input for modeling culinary competitive resources in the policy model of "typical" culinary enterprises in Central Java in the long term. First, market orientation is the main key or most dominant variable of culinary competitive resources modeling, which will

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significantly increase culinary competitive resources on sales performance of "typical" culinary businesses in Central Java in the long term. The most dominant indicator in describing the existence of market orientation is that our culinary SMEs respond quickly to the activities of competitors.

This section refers to the measurement of culinary competition among respondents. To identify their competitors, typical culinary businesses in Central Java must distinguish between close competitors, who sell products in the same class and have the same target market, and distant competitors. To identify their competitors, typical culinary businesses in Central Java must distinguish between close competitors, who sell products in the same class and have the same target market, and distant competitors. To identify their competitors, typical culinary businesses in Central Java must distinguish between close competitors, who sell products in the same class and have the same target market, and distant competitors. For example, Soto Seger Hj. Fatimah's closest competitor is Soto Seger Mbok Giyem, while their distant competitor is Nasi Tumpang Pak Suprih. Secondly, typical culinary businesses in Central Java should strive to establish a competitive edge over other archipelago culinary products, such as Padang Rice, snack sellers like somay and batagor, by showcasing their culinary expertise in mandatory menus for community and government celebrations. Third, typical culinary businesses in Central Java should expand their market to other regions outside of Central Java, such as Soto Bangkong, Soto Seger Mbok Giyem, etc., which have spread to several big cities like Jakarta. It is important to use clear and concise language, avoiding ornamental or figurative language, and to maintain a formal register. Additionally, the text should adhere to conventional structure and formatting features, including consistent citation and footnote style. Finally, the text should be free from grammatical errors, spelling mistakes, and punctuation errors.

The utilization of social media has the potential to enhance the sales performance of culinary businesses in Central Java over an extended period. By leveraging the power of social media, businesses can effectively expand their customer base and increase sales. It has been observed that culinary SMEs can significantly benefit from social media use when they post new offers and inform customers about special deals. The study examines culinary competitiveness by analyzing the frequency of social media delivery. According to the results, respondents tend to post only twice a month (30 days). It is worth noting that even some typical culinary businesses in Central Java do not actively promote their offers on social media. Meanwhile, it may be worth considering the potential benefits of utilizing social media as a source of comparative

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advantage in the long term for typical culinary businesses in Central Java. By doing so, we may be able to reach potential consumers from Generation Z in the Destination Market, who are likely to become the future leaders of the culinary market in Central Java. It may be in our best interest to act now to tap into this market and secure our position as industry leaders. It is important for Central Java's culinary businesses to consider potential consumers from Generation Z in the Destination Market, as they represent the future leaders of the culinary market. By effectively managing social media benefits, 'typical' culinary businesses in Central Java can significantly improve their sales performance in the long term. This approach will undoubtedly enhance the management of market potential in Generation Z.

The study has some limitations, however, it is still noteworthy. It is important to note that the research results are limited to empirical studies on 'typical' cuisine in central Java. Nevertheless, the theoretical references and results are expected to strengthen previous theories and research. The culinary competitive resources research model comprises two exogenous variables: market orientation and social media use. The study examines the relationship between three endogenous variables: culinary competitive resources, food authenticity, and sales performance. By utilizing these variables, significant results can be achieved.

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