

The Effect of Entrepreneurial Orientation and Social Media Adoption on Marketing Performance of Culinary Start-up Business

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Abstract. The purpose of this study is to find out what factors and what marketing strategies that affect Marketing Performance of culinary start-up business so that this culinary start-up business can survive since Covid-19 pandemic that has not ended until the new normal era now. This study uses explanatory research type with quantitative research method by distributing questionnaires through Google form to 260 sustainable and successful culinary start-up business entrepreneurs in Surabaya, East Java since Covid-19 pandemic March 2020 until unpredictable situation new normal era. Sampling is done by using non-probability with purposive sampling technique and five points Likert scale approach. The survey data is processed by Structural Equation Modeling (SEM) that is converted into SPSS version 22 and smartPLS 3. The results of this study indicate that marketing strategies to increase Marketing Performance of culinary start-up business are Entrepreneurial Orientation and Social Media Adoption directly can increase Marketing Performance of culinary start-up business. Marketing Performance of culinary start-up business is managerial perception towards capability of culinary start-up business entrepreneurs by paying attention the impact of Covid-19 pandemic in doing culinary production process through innovation that is one of Entrepreneurial Orientation's characteristics by doing experiment for creation of new culinary products to achieve business profit. Social Media Adoption has great positive effect on Marketing Performance, because Social Media Adoption is really effective to facilitate the entrepreneurs in communication with the consumers and can facilitate the entrepreneurs to reach the customers, to increase sale, income, market share, visibility, business reputation, and result feedback that is more beneficial about product and service. Whereas the role of Value Proposition Uniqueness as mediation does not affect the relation of Entrepreneurial Orientation and Marketing Performance of culinary start-up business. The role of Impulsive Buying Behaviour as mediation also does not affect the relation between Social Media Adoption and Marketing Performance of culinary start-up business. The role of Health Risk as moderation precisely weakens the relation of Entrepreneurial Orientation and Marketing Performance of culinary start-up business. The practical implication of this study is that culinary start-up business entrepreneurs are more concerned about product quality so that can increase the number of product demand of consumers that results great profit for entrepreneurs. Although service has been appropriate with Health Risk that is one of the consumers' expectation during Covid-19 pandemic that has not ended yet, great profit target of business profit that leads to Marketing Performance has not been achieved, therefore model is needed to synthesize Marketing Performance and Business Performance to be culinary start-up business Marketing Performance variable. The result of this research is in line and strengthens Service Dominant Logic (SD Logic), Resource Based View (RBV), and Resource Advantage Theory (R-A) Theory, that is, Marketing Performance of culinary start-up business that can

create continuity of culinary start-up business to be able to achieve competitive advantage and can give business profit to entrepreneurs and also satisfaction towards consumers. Therefore, SDL, RBV, and R-A are right marketing strategy for entrepreneurs to be able to compete with the competitors. Empirically, this research indicates Marketing Performance as performance level measurement business that covers sale turnover, number of customers, sale growth, profit and customer satisfaction are the final purpose of business, that is, ending on profit and consumer satisfaction. While, from entrepreneur perspective, culinary production adjustment with every condition of customers' health is difficult to be fulfilled, because it requires a lot of capital by employing professional chef in nutrition and also requires a lot of money to apply HACCP system like international hotel standard, and also gets certificate. Therefore, culinary start-up business entrepreneurs attempt to achieve Marketing Performance through marketing strategy by still paying attention to marketing approach, that is, experiential marketing that is evaluated effective and efficient in line with Social Media Adoption that is based on technology. This research is able to give contribution and input for culinary start-up business entrepreneurs to keep on increasing Marketing Performance not only determined by maximum profit business but also can be seen from the sustainability aspect of culinary start-up business. For future research, it is expected to be able to analyse the financial aspect to maintain start-up business continuity or other variables, qualitative research method or other statistical data processes with more number of respondents out of Surabaya.

Keywords: Marketing Performance, Entrepreneurial Orientation, Social Media Adoption, culinary start-up business, pandemic Covid-19

1. Introduction

The impact of pandemic Covid-19 has great effect on economic decline around the world including Indonesia especially Surabaya city that is well-known as industrial town and also tourism town in which a lot of large companies such as airline, hotel, travel agency and also manufacturing industry are bankrupt or close that have not been predicted, have not been experienced before and very different from monetary crisis in 1998. A lot of large companies swerve or change over to food and beverage business in order to maintain the sustainability and also can resubsidize for subsidiaries. Moreover, a lot of workers or employees lose job, so the employees have to start-up business, and culinary business nowadays becomes one of the promising economic sectors without requiring large income, but this business really results unpredictable extremely big profit, so the bankrupt company or industry can still sustain and also laid off employees can still be able to continue the life (BPS, 2020).

Start-up businesses in the culinary play an important role for the economic growth of a region, like Surabaya city in Indonesia. Surabaya has vigorously promoted its tourism potential, especially through its outstanding culinary tourism. However, the wide impact of Covid-19 pandemic keeps on widening in a lot of life sectors starting from tourism quietness, the use of online transportation service, retail sale, and others that certainly bother the economic balance (Masrul et al., 2020). Unfortunately, Covid-19 pandemic has also badly impacted the tourism and hospitality sectors, including the culinary tourism in Surabaya.

There are a lot of previous researches that analyze about Marketing Performance of SMES to be research object or case study about SMES, but the difference with this research that the researcher is interested in investigating further is Marketing Performance of culinary start-up business from entrepreneur perspective. The research object is start-up culinary business in Surabaya that will be analyzed during Covid-19 pandemic time from March 2020 period to new normal era in which the unpredictable economic situation and condition has not ended yet until recently that is really different from monetary crisis occurred in Indonesia in 1988 which becomes the gap in this research. What marketing strategy that is used by culinary start-up business entrepreneurs to be able to sustain in very difficult pandemic time with uncertain and unstable economic condition will be analyzed further in this research. This thing is appropriate with the research of Hamim & Larso (2016) proves that culinary business can obtain return potential by implementing marketing strategy, operational strategy, and resource strategy in the near future. Therefore, this study thoroughly analyzed the marketing strategy that is used by culinary start-up business entrepreneurs to be able to sustain in very difficult pandemic time with uncertain and unstable economic condition which have not been much studied. The sample in this study used the food and beverage culinary businesses in Surabaya during Covid-19 pandemic to the “new normal” era. In this new normal, people have to maintain productivity in the middle of Covid-19 corona virus adhering to the Indonesian Government new policy and advanced steps in health, social and economic field to adapt with Covid-19.

Furthermore, the novelty through this research gap in which the starting point of Marketing Performance that is related to culinary belongs to service business. The researcher is interested in analyzing and assessing further about Entrepreneurial Orientation towards Marketing Performance that is contributing something new as one of the future research agendas is appropriate with the suggestion of Astuti et al., (2019) that Entrepreneurial Orientation is one of the entrepreneurial characteristics that is managerial skill needs to be developed to be more responsible as strategic plan of Marketing Performance and also as business performance prediction that can be implemented, followed up, and developed by the researchers in the near future.

In addition, independent variable that is relevant with culinary start-up business or business that newly operates is recognized with start-up business term, and is abbreviated start-up is Social Media Adoption. Besides Entrepreneurial Orientation, Social Media Adoption as independent variable is also very important in marketing product. The popularity of Social Media Adoption, as marketing tool, is increased in recent decade, because a lot of entrepreneurs realize that its real potential and start using its profit. The entrepreneurs understand that Social Media Adoption can reach double profit that leads to Marketing Performance (Kennedy, 2015). Online marketing through Social Media Adoption is predicted to be the trend to promote a product or service for the near future especially in Covid-19 pandemic that has not been finished yet to be novelty in this research, because what is offered by Social Media Adoption marketing is finding space for dialogue between the marketer and the customer directly.

This thing agrees with Kurpayanidi & Abdullaev (2021) states that the factors have to be adapted with dynamic and trend in digital era such as digital business strategy, prospector strategy, social media promotion strategy and hybrid strategy. Agnihotri (2020) strengthens the research that Social Media Adoption becomes very important as future research agenda that is related to customer engagement and business sale. Being even more important, because digital transformation forces entrepreneurs to adapt during lockdown including SMEs by taking advantage Social Media Adoption (Fletcher & Griffiths, 2020). This thing needs to be done, because Social Media Adoption can increase customer and sale business.

Moreover, this study highlighted the mediation and moderation variables related to the Marketing performance of culinary start-up business and Covid-19 pandemic. Mediation behaviour that is related to Marketing Performance of culinary start-up business is Value Proposition Uniqueness. An offer of business product will be successful if the business entrepreneurs give value and satisfaction to the target buyers in which this action becomes the novelty in this research. The buyer chooses various business product offer based on perception of business product offer that gives the biggest value (Kotler et al., 2012). Therefore, business entrepreneurs need to know consumer perception towards Value-Proposition Uniqueness that is conveyed from offered culinary business product in order to increase sale that results profit leads to Marketing Performance as reference material in business. This perception agrees with Widyawono (2017) shows that there is opportunity for further researcher to do research quantitatively that is related to Value Proposition Uniqueness towards consumer perception.

The phenomenon of Impulsive Buying Behaviour as mediation variable like this is something that can be created becomes the novelty in this research. Creating attractiveness emotionally frequently does not involve rationality in the process of taking decision especially in cheap culinary product price. Therefore, frequently the entrepreneurs get around this thing by doing price discount programme on certain products that are able to build up and create consumers' emotion and mood (Yistiani et al., 2012). This thing has the same opinion as the research of Kristanto et al., (2020) states that for further researchers are expected to be able to add more complex variables that are still in sale promotion scope such as coupon, contest, lucky draw, event marketing and others certainly will be able to be as comparison as well as complement.

Moderation variable that is related to Covid-19 pandemic culinary start-up business is Health Risk. In this Covid-19 pandemic period, all business entrepreneurs have to see the opportunity to use the accurate, effective, and efficient business model by paying attention to Heath Risk. Although there is previous research about the halal and the safety of SMES food product, there is no research that studies comprehensively about Health Risk for culinary start-up business in Covid-19 pandemic period until new normal era that becomes the novelty in this research (Widyaningrum et al., 2021).

Service Dominant Logic is the new paradigm of marketing that prioritizes service in changing process, because there is a shift in marketing perspective that is based on invisible resources, shared and relational value creation. RBV perspective explains about valuable, rare, can be imitated, and irreplaceable resource. Resource Advantage Theory (R-A) Theory is sparked as new theory from competition that is based on comparative advantage in the competition (Hunt, 2012). In this research, the basic of proposition development is based on SDL, RBV, and R-A theories that are new paradigm of marketing strategy in which prioritizes service, and very important in continuity of culinary start-up business to be able to achieve competitive advantage and can give business profit to entrepreneurs and satisfaction towards consumers. The theories of SDL, RBV, and R-A are proper basis of the general theory of marketing that can be used to underlie Marketing Performance of culinary business. Therefore, SDL, RBV, and R-A is the right marketing strategy for entrepreneurs to be able to compete with the other competitors (Dewi & Nuzuli, 2017). Those three paradigm of dynamic capabilities in strategic management have very accurate uniqueness and quite appropriate to be applied by culinary start-up entrepreneurs in unstable situation and unpredictable condition during Covid-19 pandemic until new normal era to maintain the existence when business is facing challenge, change, uncertainty, and environment dynamic, so being able to obtain and maintain competitive advantage (Tece et al., 2016). The problem in this research is what kind of factors and marketing strategies that affect Marketing Performance of culinary start-up business so that this culinary start-up business can sustain since Covid-19 pandemic that has not been finished until new normal era right now. The potential of consumers' demand keeps on increasing in unfinished pandemic time, but the limitation of culinary entrepreneurs in managing Marketing Performance is quite high. Marketing Performance is not a new concept to be

researched, but there is no research about Marketing Performance that is related to the research object of culinary start-up business in Surabaya in the perspective of start-up entrepreneurs since pandemic until unfinished pandemic in new normal era. This unfinished pandemic is very different from monetary crisis that occurred in 1998 in which this New Normal era the economic condition and situation occur not only in Indonesia but globally cannot be predicted.

In facing tougher competition in the near future and in order to make the business be able to exist and sustain, the previous researchers suggest that entrepreneurs should be courageous in attempting new things or breakthrough by doing certain actions that result and end to Marketing Performance such as Social Media Adoption, Value Proposition Uniqueness, Impulsive Purchase Behaviour, and Health Risk are also as the novelty in this research that have to be adjusted with dynamic and trend in digital era to attract the consumers. From that problem, therefore research problem dimension will be just specified the needs for a model to describe the effect of Entrepreneurial Orientation and Social Media Adoption on Marketing Performance of culinary start-up business in Surabaya. The variables that are to be analyzed and found in this research is the relation between Entrepreneurial Orientation and Marketing Performance of culinary start-up business through Value Proposition Uniqueness mediation and Health Risk moderation and the relation between Social Media Adoption with Marketing Performance of culinary start-up business through Impulsive Buying Behaviour.

Referring to the research matter pattern that has been mentioned above, therefore the research matter that is found in this research as follow:

1. Does Entrepreneurial Orientation affect on Value Proposition Uniqueness of culinary start-up business in Surabaya?
2. Does Value Proposition Uniqueness affect on Marketing Performance of culinary start-up business in Surabaya?
3. Does Entrepreneurial Orientation affect on Marketing Performance of culinary start-up business in Surabaya through Value Proposition Uniqueness mediation?
4. Does Entrepreneurial Orientation affect on Marketing Performance of culinary start-up business through Health Risk moderation?
5. Does Social Media Adoption affect on Impulsive Buying Behaviour of culinary start-up business in Surabaya?
6. Does Impulsive Buying Behaviour affect on Marketing Performance of culinary start-up business in Surabaya?
7. Does Social Media Adoption affect on Marketing Performance of culinary start-up business in Surabaya through Impulsive Buying Behaviour mediation?

Therefore, the purpose of this research is to describe and understand the effect of Entrepreneurial Orientation and Social Media Adoption on Marketing Performance of culinary start-up business in Surabaya through Value Proposition Uniqueness and Impulsive Buying Behavior mediations and Health Risk moderation.

2. Literature Review

2.1 The Relation of Entrepreneurial Orientation with Value Proposition Uniqueness of culinary start-up business

Entrepreneurial Orientation is defined generally as identifying and implementing opportunity (Gholami & Birjandi, 2016). Innovation towards a product is potential to increase business Value Proposition Uniqueness in consumers' eye and innovation towards a product is the successful key of a business in sustainability in the intense competition of a business. Innovation that is done in business is trusted to be able to increase business performance (Irawan, 2015). The entrepreneurs expect the increase in sale result, so the profit that is resulted is more maximum. If the business gets experience in production decrease in Covid-19 pandemic time that has not finished yet can be confirmed that business will collapse. Each business has to have the uniqueness of a product that is offered by the consumers so that the product has more value than other products. The uniqueness is known with the term of Value Proposition Uniqueness or Sale Point Uniqueness. The characteristic of Value Proposition Uniqueness strategy is the product that is offered different from the product of competitors, so this thing becomes more special product in consumers' mind.

Value Proposition Uniqueness is the uniqueness that is owned by a brand and is not owned by other brands. The entrepreneurs that use Value Proposition Uniqueness will increase positioning and market share (Bungin, 2015). This thing has the same opinion as Kotler et al., (2012) proves that Value Proposition Uniqueness will increase brand equity, because with the uniqueness of a product or the way of delivery will build up strong brand equity. All uniqueness of the product or unique sale system will increase and strengthen equity of a brand.

From the above description, therefore it is formulated hypotheses as follow:

H1: Entrepreneurial Orientation affects Value-Proposition Uniqueness of culinary start-up.

2.2 The Relation of Value Proposition Uniqueness with Marketing Performance of culinary start-up business

In Value Proposition Uniqueness, it always prioritizes Marketing Performance and product speciality. Value Proposition Uniqueness strategy is an optimum creative technique. This thing is caused by marketing strategy that can give very clear different reason to the consumers to choose advertisement product compared with other competitive offers (Meilinda et al., 2018).

The effort in innovation towards a product is able to increase Marketing Performance (Killa, 2014). The increase of Marketing Performance is signed by business profit increase, sale increase, the reach expansion of business product marketing areas and the increasing number of customers. In this new normal era, the consumers' desire and need of culinary product is very various, so if the entrepreneurs are able to innovate towards products that are resulted are expected the business will be able to increase Marketing Performance in facing intense competition in food industry sector, and also as a result, it is expected that the business is able to fulfil consumers' need and desire.

From the above description, therefore it is formulated hypotheses as follow:

H2: Value Proposition Uniqueness affects Marketing Performance of culinary start-up business.

2.3 The Relation of Entrepreneurial Orientation with Marketing Performance of culinary start-up business through Value Proposition Uniqueness mediation

There is positive finding in the positive effect between Entrepreneurial Orientation with Marketing Performance that is found by Haji et al., (2017) states that Entrepreneurial Orientation affects positive significant towards Marketing Performance. Sumiati (2015) also finds the same result that Entrepreneurial Orientation affects on Marketing Performance. Entrepreneurial Orientation can give support on Marketing Performance by using opportunity that is given by the Government to develop the owned business.

The role of Value Proposition Uniqueness innovation capability mediates the effect of Entrepreneurial Orientation on Marketing Performance of culinary start-up business, this thing means Entrepreneurial Orientation is able to increase innovation capability of an entrepreneur and also is able to increase Marketing Performance of culinary start-up business that will be resulted (Ryadi & Yasa, 2016). This thing has the same opinion with Parkman et al. (2012) proves that Entrepreneurial Orientation towards Marketing Performance in creative industry is able to be mediated by innovation. Hafeez et al., (2012) also finds that innovation mediates the relation between Entrepreneurial Orientation, business resource, SME, brand on Marketing Performance.

H3: The result of Entrepreneurial Orientation affects on Marketing Performance of culinary start-up business partially is mediated by Value-Proposition Uniqueness.

2.4 The Relation of Entrepreneurial Orientation with Marketing Performance of culinary start-up business through Risk Health moderation

External factors become the threat for culinary business in this pandemic time that has not finished yet, that is, pandemic is estimated will take place long, social distancing concept application and staying at home cause the decline of consumers' visit. Consumers more concern the hygiene of food process and packaging, and consumers prefer healthy food to increase body immunity. Consumers prefer cashless transaction, obstruction to the supply of raw material, consumption decreasing occurrence and people's purchasing power. The effect of Health Risk in pandemic time that has not

finished yet is appropriate with the idea of Burhan (2020) states that the competition with similar business really needs government's attention to maintain Marketing Performance of culinary start-up business. The result of this research strengthens the previous researches such as being done by Djayadiningrat et al., (2017) states that to sustain and win in quite competitive business competition, the role of innovation product that belongs to Entrepreneurial Orientation dimension has significant effect towards Marketing Performance of food industry sector of Denpasar City.

By relating sale concept and Entrepreneurial Orientation with Health Risk, therefore the aspect that is the most dominant based on the researches can discuss entrepreneurship, that is, enthusiasm dare to take risk, proactive, and innovative. This thing is appropriate with the research of Muvano et al., (2018) explains that in order to be able to develop culinary start-up business, there is dimension that has to be owned by the business owner in new normal era, that is, innovative, proactive, and take risk.

There is the effect of Health Risk of dominant business that has the strongest effect towards the consumers, therefore Health Risk has crucial role in achieving business target, because Health Risk that appears as guidance in behaving like Collectivism Culture and taking good decision for business. The understanding of carrying out business is based on Health Risk will be appropriate with expectation, especially if the entrepreneurs hold good Collectivism Culture, so Health Risk has positive effect on carrying out Marketing Performance. Wanto (2016) also finds the similar result that Entrepreneurial Orientation affects Marketing Performance. The more culture that is resulted, the better Marketing Performance is.

From the above description, therefore it is formulated hypotheses as follow:

H4: The effect of Entrepreneurial Orientation on Marketing Performance of culinary start-up business is moderated by Health Risk.

2.5 The Relation of Social Media Adoption with Impulsive Buying Behaviour of culinary start-up business

Recently, all people starting from children, teenagers, adult until old people have known and used android no exception among students due to the more advanced development of Social Media Adoption and technology is very easy to be used. Social Media Adoption has important role to help all people in doing something such as facilitating to communicate and helping to fulfil other needs. Because of Social Media Adoption, the habit of opening social media such as Whatsapp, Instagram, Facebook, Telegram, and other shopping accounts such as Shopee, Tokopedia, Lazada and others can cause the occurrence of unplanned buying or Impulsive Buying Behaviour, because of being tempted by creative promotion, big discount, and online lifestyle that are more increased (Fitryani et al., 2020).

Factors that affect Impulsive Buying Behaviour are price (big discounts), need towards product or brand, mass distribution, self service, advertisement are part of promotion, flashy shop exhibition, short product life cycle, small size, and pleasure to collect are offered through Social Media Adoption. While according to Anin et al., (2012) reveals that the factors that affect Impulsive Buying Behaviour are product, marketing, and consumers' characteristic like personality, lifestyle, gender, demography social or economic social characteristic.

From the above description, therefore it is formulated hypotheses as follow:

H5: Sosial Media Adoption affects Impulsive Buying Behaviour of culinary start-up business.

2.6 The Relation of Impulsive Buying Behaviour with Marketing Performance of culinary start-up business

Impulsive Buying Behaviour is triggered due to a lot of easiness that is given by entrepreneurs online shopping. Those easiness are available to attract the buyers to do online transaction. That easiness is the beginning of consumers' Impulsive Buying Behaviour. The relation between Impulsive Buying Behaviour with online transaction can be seen from more increasing consumers that do online transaction in Covid-19 pandemic time has not finished yet until new normal era. The consumers do online transaction with discount lure, gift, attractive packaging and others. Impulsive Buying Behaviour is related with consumers' satisfaction from one of culinary start-up business Marketing Performance indicators. Consumers' satisfaction is consumers' feeling while getting something that

is desired (Sidharta & Suzanto, 2015). This thing has the same opinion as Mulyo (2002) proves that Impulsive Buying Behaviour is an action that is done excessively towards the use of a product incompletely. It means that consumers buying a product are not due to the product that is consumed has been sold out but due to the gift lure that is offered or even the product is trending.

Consumer satisfaction is consumer feeling level after comparing performance or result of culinary start-up business product that is felt by consumers compared with consumers' expectation. Consumers can experience one of the common satisfaction level, that is, the result of culinary start-up business Marketing Performance is under expectation, the consumers will feel disappointed, but if the result of culinary start-up business Marketing Performance is appropriate with the consumers' expectation, the consumers will feel satisfied and if the result of culinary start-up business Marketing Performance is refraction over consumers' expectation, therefore the consumers will feel very satisfied, happy and excited (Kotler, 2007). Thus, there is relation between consumers' satisfaction of Impulsive Buying Behaviour with online transaction in which while consumers' satisfaction level is higher, therefore it will increase the culinary product quality of culinary start-up business Marketing Performance. That thing has the same opinion as Sugara & Dewantara (2017) indicates that in some recent decades, consumers' satisfaction always becomes attention focus of the entrepreneurs and marketing practitioners. That attention is from philosophy states that in order to achieve business success, it depends on business capability in giving what the consumers' expectation, because consumer satisfaction is the key of successful business.

From the above description, this research implies hypotheses as follow:

H6: Impulsive-Buying Behaviour affects Marketing Performance of culinary start-up business.

2.7 The Relation of Social Media Adoption with Marketing Performance of culinary start-up business through Impulsive Buying Behaviour mediation

Social Media Adoption really impacts positive on Marketing Performance, because Social Media Adoption is very effective to help entrepreneurs in communicating with business partners, colleagues, and consumers. It is as same as Cao et al., (2018) indicates that the application of Social Media Adoption can help SMES to reach the customers, to increase sale, income and share market, to increase visibility and business reputation, and result more useful feedback about product and service.

By doing Social Media Adoption, therefore it will make Marketing Performance to be higher (Rienda et al., 2020). Marketing Performance is a measurement that is used to measure the success of start-up business in achieving the purpose that is determined. The increase of Marketing Performance can be like transaction fee reduction, and coordination that will make the relation with the consumers and business partners to be closer. It is appropriate with the research of Odoom et al., (2017) states that the purpose of Marketing Performance achievement can be optimized through Social Media Adoption.

Impulsive Buying Behaviour mediates between Social Media Adoption and Marketing Performance. Promotion is the form of marketing communication from Social Media Adoption. Marketing is marketing activity that attempts to spread information, affects or persuades, and or reminds target market or business or product in order to be willingly accept, buy, and loyal to the product that is offered by related entrepreneurs. Promotion is used by the entrepreneurs to introduce the product to the consumers widely in order to realize towards more increased business product and indirectly profit business of Marketing Performance is also increased. The promotion has some benefits with business promotion that can apply programme of some consumers' segment and beneficial in promoting the consumers' awareness is greater than price. Promotion activity becomes separate mode for business that offers product in which the beginning the consumers' shopping behaviour is planned to be unplanned due to the certain attraction, so it occurs Impulsive Buying Behaviour (Tjiptono, 2014).

From the above description, therefore it is formulated the hypotheses as follow:

H7: The cause of Social Media Adoption effect on Marketing Performance of culinary start-up business partially is mediated by Impulsive Buying Behaviour.

2.8 Research Model

Research Model to test the hypotheses that has been determined, therefore it is used research method such as in this following figure:

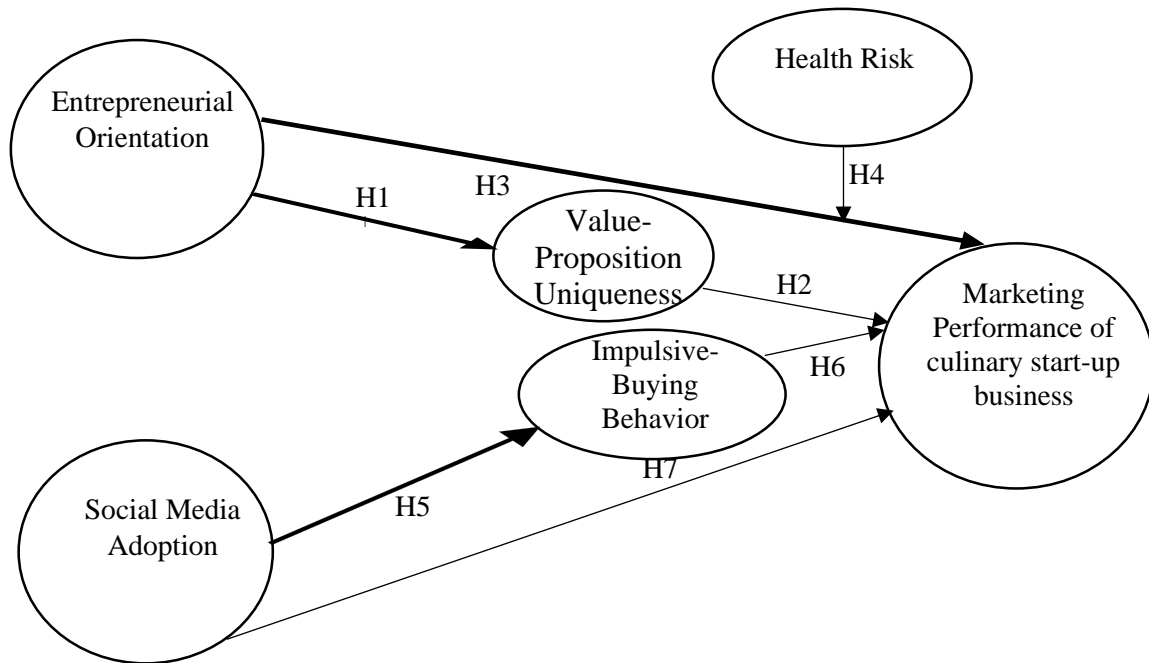


Fig.1: Research Model

3. Research Methodology

This research uses explanatory research type with quantitative research to look for explanation in the form of cause and effect relation among some variables through one proposition test with other variables. Sampling is done by using non-probability with purposive sampling technique. The population is individual group or research object that has minimum one characteristic similarity (Sekaran & Bougie, 2016). Business criteria is limited to 260 sustainable and successful culinary start-up business entrepreneurs in Surabaya, East Java since Covid-19 pandemic March 2020 until unpredictable new normal era. This requirement has been appropriate with Maximum Likelihood estimation model with the sample number criteria between 100-200 respondents (Ghozali, 2011). The data that is processed by Structural Equation Modeling (SEM) is converted into SPSS version 22 and smartPLS 3. Measurement scale uses five points Likert scale approach (Ferdinand, 2014).

3.1 Research Variable Measurement

3.1.1 Marketing Performance

Marketing Performance is achievement measurement device that is obtained from marketing process activity entirely of the business (Ferdinand, 2014). Marketing Performance variable is measured by using four indicators that are developed for this research are appropriate for service business. The indicators of Marketing Performance variable are business profit, customer growth, product quality, and consumer satisfaction (Hidayah, 2017).

3.1.2 Entrepreneurial Orientation

Entrepreneurial Orientation is a phenomenon or business behaviour to realize strategy success or organization performance through value creation process that reflects the capability/managerial skill,

so as a result in business competitive action and warrant economic growth sustainably (Avlonitis & Salavou, 2007) and (Hisrich et al., 2017). Entrepreneurial Orientation variable is measured by using five dimensions that are developed for this research. Dimension definition is to facilitate the researcher to identify innovativeness, initiative, risk taking, autonomy, and competitive agility (Mustikowati & Tysari, 2016)

3.1.3 Social Media Adoption

Social Media Adoption is the user of Information Technology flock based on the internet that is developed so that can be beneficial for individual or community, and can result interaction and information spread that are useful for entrepreneurs and also consumers (Kietzmann et al., 2012). Social Media Adoption Variable is measured by using six indicators that are developed for this research. The indicators of Social Media Adoption variable are facilitating in managing business, marketing means, marketing budget allocation, intertwining the relation with the customers, communicating on line business, and creating brand awareness (Odoom et al., 2017).

3.1.4 Value Proposition Uniqueness

Value Proposition Uniqueness is an additional value or profit that is given to the customers that consist of product and innovative service in the form of problem solution that is appropriate with the need and give customer satisfaction of business advantage that is offered and continuously does product evaluation and service for value creation or new method (Aaker et al., 2007) dan (Osterwalder & Pigneur, 2012). The indicators of Value Proposition Uniqueness are novelty, adjustment, design, price, risk reduction, and ease of access.

3.1.5 Impulsive Buying Behaviour

Impulsive Buying Behaviour is the action of purchase a product in which the buyer does not have intention to purchase before that can be said unplanned purchase or spontaneous purchase (Rahmasari, 2010). Impulsive Buying Behaviour is measured by using four indicators that are developed for this research. Indicators of Impulsive Buying Behaviour are spontaneous purchase, purchase without thinking the effect, rush purchase, and purchase that is affected by attractive offer (Yistiani et al., 2012).

3.1.6 Health Risk

Health Risk is probable damage to one's health that is caused by exposure or range of environmental hazard exposure (WHO, 2004). Health Risk variable is measured by using three indicators that are developed for this research. The indicators of Health Risk variable are cleanliness, health, and safety (Kementerian Pariwisata dan Ekonomi Kreatif Republik Indonesia, 2020).

3.2 Data Analysis Technique

To analyze data that is obtained through questionnaires, there are steps that are done (Ferdinand, 2014), that is:

3.2.1 Research Variable Description

There are two descriptive analysis that is done in this research, that is, respondent characteristic and respondent quantitative answer description. Respondent characteristic is analyzed by using descriptive statistic. Whereas respondents' quantitative answer description is descriptive analysis that is done to obtain description about respondents' answer tendency towards the variables that are analyzed in this research.

3.2.2 Data Analysis Model

Data analysis model uses Structural Equation Model (SEM). SEM advantage is due to its capability to combine measurement model with structural model simultaneously and efficient compared with other multivariate techniques (Ghozali, 2011). In data process PLS, it needs four phases to evaluate fit model of the research. Those phases include Inner and Outer model design, evaluation model, and hypotheses test.

4. Results and Discussion

4.1 Respondent Description

Respondent description that is studied in this research covers gender, status, age, education, business duration, business address, the number of employees at the time of establishment, the number of employees right now (2022) that have the relation with the variables that will be analyzed in this research, can be seen in the following table:

Table 1. Respondent Description

Gender	Men: 91 people	Women:169 people
Status	Married: 130 people	Single: 130 people
Age	< 40 years: 195 people	> 40 years: 65 people
Education	Senior High School to Bachelor degree: 235 people	Master degree to PhD: 25 people
Business duration	< 2 years: 234 people	< 1 year: 26 people
Business address	Surabaya: 23	Surabaya & Other locations: 237 people
The number of employees at the time of establishment	< 30 employees: 260 people	> 30 employees: 3 people
The number of employees right now (2022)	< 30 employees: 251 people	> 30 employees: 9 people

4.2 Research Variable Description

Descriptive analysis is analysis that is done to give description or empirical description on data that is gathered in the research by using average value. Average value is used to describe average value of the variable that is analyzed in certain respondent group.

Table 2. Description of culinary start-up business Marketing Performance, Entrepreneurial Orientation, Social Media Adoption, Value Proposition Uniqueness, Impulsive Buying Behaviour, Health Risk Variables

	Mean	Std. Deviation
KP01	3.6269	.85382
KP02	3.6615	.82484
KP03	4.5769	.66768
KP05	3.9615	.71286
KP06	4.2692	.68956
KP07	4.3000	.76759
Valid N (listwise)	Average = 4.066	
OK01	4.3192	.83018
OK02	4.2077	.87608
OK03	4.1769	.79054
OK04	3.7731	.91662
OK05	3.9962	.88966
OK06	4.0115	.86762
OK07	4.1692	.74189
OK08	4.1154	.79705

OK09	4.1731	.69530
OK010	4.2077	.73727
OK011	4.0615	.76359
OK014	4.0846	.70338
OK015	4.2346	.72647
OK016	4.0846	.79608
OK017	3.9654	.85354
Valid N (<i>listwise</i>)	Average = 4.105	
AMS01	4.3808	.73863
AMS02	4.4538	.74161
AMS03	4.1192	.89033
AMS04	4.2231	.79346
AMS05	4.1923	.77206
AMS06	4.3500	.72769
Valid N (<i>listwise</i>)	Average = 4.286	
KTN02	4.1038	.72516
KTN03	4.2038	.70900
KTN04	4.2192	.70984
KTN05	4.5731	.62636
KTN07	4.2577	.82372
KTN08	4.3346	.71360
Valid N (<i>listwise</i>)	Average = 4.282	
PBI01	3.9615	.86013
PBI02	3.9346	.85173
PBI03	3.6692	1.03520
PBI04	4.2269	.76510
Valid N (<i>listwise</i>)	Average = 3.948	
RK01	4.5115	.64265
RK02	4.5154	.64257
RK03	4.0231	.87845
RK04	3.8769	.95469
Valid N (<i>listwise</i>)	Average = 4.231	

The above table indicates that from 260 respondents, the highest average value is Social Media Adoption, followed by Value Proposition Uniqueness, Health Risk, Entrepreneurial Orientation, Marketing Performance, and Impulsive Buying Behaviour. All of the above stated variables are at average value >3,571-4,429 which means that respondents give agree response.

4.3 Inner Model Design

The inner model design of relation between variables is based on the formulation of the problem or research hypotheses. The inner model design by using smartPLS software can be seen in the following figure:

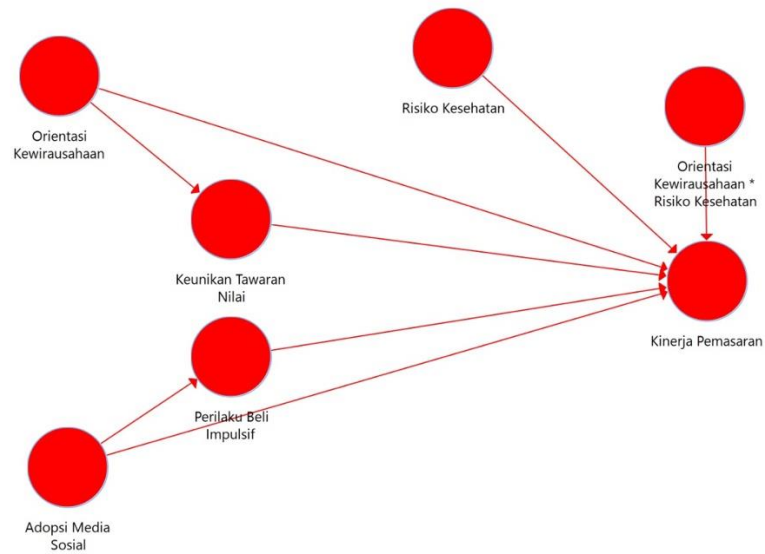


Fig.2: Inner Model Design

4.4 Outer Model Design

Indicator of each variable is: Marketing Performance, Entrepreneurial Orientation, Social Media Adoption, Value Proposition Uniqueness, Impulsive Buying Behaviour, and Health Risk in outer model is reflective, so the arrow direction in measurement model is from variable direction going to indicator. Outer model design uses smartPLS software can be seen in the following figure:

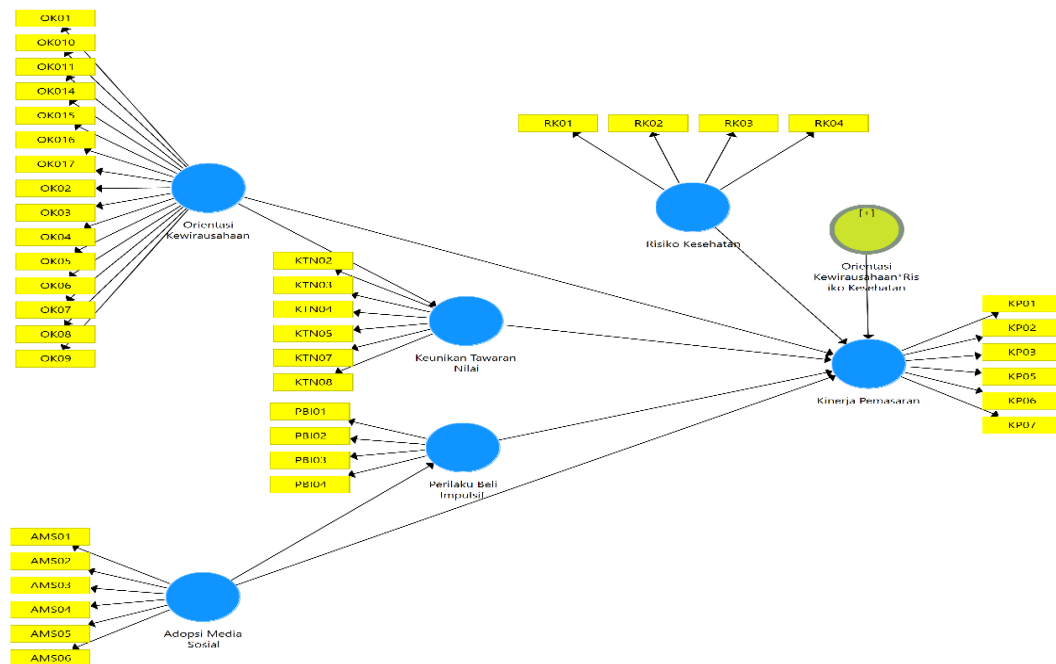


Fig.3: Outer Model Design

From the above figure, it can be known that Marketing Performance (KP) has 6 statements, Entrepreneurial Orientation (OK) has 15 statements, Social Media Adoption (AMS) has 6 statements, Value Proposition Uniqueness has 6 statements, Impulsive Buying Behaviour has 4 statements, and Health Risk (RK) has 4 statements.

4.5 Evaluation Model

4.5.1 R-Square

One of the methods in inner model test is by looking for R-square (R^2) value in variable. Structural model with R-square (R^2) value is above 0.19 indicates “weak” model, whereas if R-square (R^2) value is above 0.33 indicates “moderate” model, and R-square (R^2) value is above 0.67 indicates “good” model (Ghozali, 2011). R-square (R^2) value of each variable is from estimation model can be seen in this following table:

Table 3.R-Square

	R Square	Note
Value Proposition Uniqueness	0.499	Moderate
Marketing Performance	0.468	Moderate
Impulsive Buying Behaviour	0.266	Weak

4.6 Hypotheses Test

Hypotheses test between variables is exogenous variable on endogenous and endogenous variable on exogenous variable that is done by resampling bootstrap method. Hypotheses test is done by viewing output path coefficient of resampling bootstrap result & moderation effect test that can be seen from the following table:

Table 4. Resampling Bootstrap & Moderation Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Social Media Adoption -> Marketing Performance	0.084	0.090	0.074	1.131	0.258
Social Media Adoption -> Impulsive Buying Behaviour	0.516	0.521	0.063	8.205	0.000
Value Proposition Uniqueness -> Marketing Performance	0.062	0.065	0.096	0.642	0.521
Entrepreneurial Orientation -> Value Proposition Uniqueness	0.706	0.711	0.037	19.278	0.000
Entrepreneurial Orientation -> Marketing Performance	0.450	0.447	0.110	4.102	0.000
Entrepreneurial Orientation * Health Risk -> Marketing Performance	-0.108	-0.097	0.058	1.870	0.062
Impulsive Buying Behaviour-> Marketing Performance	-0.063	-0.052	0.075	0.840	0.401

Statistic test that is used is t statistic or t test. Comparison T value in this research is obtained from t table. T-table value with freedom degree is 255 and significant value is 5% that is obtained as 1.96.

4.6.1 Mediation Effect Test

According to Subagio & Rachmawati (2020), there are three types of analysis model that involve mediation that can be seen in the following table:

Table 5. Mediation Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Entrepreneurial Orientation -> Value Proposition Uniqueness-> Marketing Performance	0.044	0.047	0.069	0.630	0.529
Social Media Adoption-> Impulsive Buying Behaviour -> Marketing Performance	-0.032	-0.028	0.041	0.794	0.428

1. Full mediation, means significantly independent variable is unable to affect dependent variable without through mediation.

2. Partial mediation, means by involving mediation, directly or indirectly independent variable affects dependent variable.
3. Unmediated, means without involving mediation, indirectly independent variable is able to affect dependent variable.

4.7 Discussion (R-Square & Hypotheses Test)

4.7.1 R-Square

In Structural model (inner model), the result of this research is classified as moderate. The interpretation of output R-square (R^2), Value Proposition Uniqueness is explained by Entrepreneurial Orientation as much as 49,7%, whereas the rest of 50.3% is predicted by other variables outside model.

The interpretation of output R-square (R^2), Marketing Performance variable of culinary start-up business is explained by Entrepreneurial Orientation, Social Media Adoption, Value Proposition Uniqueness, Impulsive Buying Behaviour, Health Risk as much as 45.5%, whereas the rest of 54.5% is predicted by other variables outside model.

The interpretation of output R-square (R^2), Impulsive Buying Behaviour variable is explained by Social Media Adoption as much as 26.4%, whereas the rest 73.6% is predicted by other variables outside model.

The result of this research indicates that Marketing Performance of culinary start-up business can be increased by Entrepreneurial Orientation that is based on R^2 determination coefficient test as much as 46,8%. If $R^2 > 0,33$, therefore the capability of dependent variable in explaining independent variable is stated moderate or strong. This thing means that Entrepreneurial Orientation is able to increase Marketing Performance of culinary start-up business.

4.7.2 Hypotheses Test

4.7.2.1 Entrepreneurial Orientation affects on Value Proposition Uniqueness of culinary start-up business in Surabaya

From the result of hypotheses test result, it can be proved that there is positive effect between Entrepreneurial Orientation on Value Proposition Uniqueness with coefficient value of 0.706 with significant level of 5%, because statistic t value of Entrepreneurial Orientation independent variable on Value Proposition Uniqueness of 19.278 is greater than 1,96, therefore the hypotheses can be accepted. The result of this research is in line with Bungin (2015) research states that there is positive effect of Entrepreneurial Orientation on Value Proposition Uniqueness, because the entrepreneurs who use Value Proposition Uniqueness will increase positioning and market share. Value Proposition Uniqueness is the uniqueness that is owned by a brand and is not owned by other brands.

The more these new products are able to have advantages, because of the uniqueness of each product that is produced by the entrepreneurs, of course it will affect on Value Proposition Uniqueness for consumers. This research is in line with the finding result of (Irawan, 2015) proves that innovation on a product is potential to increase business of Value Proposition Uniqueness in the eyes of consumers and innovation on product, that is, the successful key of a business in surviving the intense competition of culinary business especially in pandemic period that has not been finished yet until right now. Innovation that is done in business is trusted to be able to increase culinary start-up business performance.

4.7.2.2 Value Proposition Uniqueness affects on Marketing Performance of culinary start-up business in Surabaya

From the result of hypotheses test result, it can be proved that there is positive effect between Value Proposition Uniqueness on Marketing Performance with coefficient value of 0.062 with significant level of 5%, because statistic t value of Value Proposition Uniqueness on Marketing Performance dependent variable of 0.642 is smaller than 1,96, therefore the hypotheses is rejected. The result of this research is in line with the research of Najmi & Abror (2019) and Song et al., (2019) states that there is positive effect of Value Proposition Uniqueness on Marketing Performance. In doing and creating product innovation, the entrepreneurs have to offer the uniqueness of culinary product and also need to

consider the relation between Value Proposition Uniqueness with Marketing Performance, because by having innovation, culinary start-up business entrepreneurs can sustain in competition at the market. This research is also supported by Killa (2014) research shows that business in innovation on a product can be trusted to be able to increase Marketing Performance.

This thing is in line with the research of Niu & Wang (2016) proves that the use of Value Proposition Uniqueness is profitable. This concept also really supports the result of this research that is found can prove Value Proposition Uniqueness is really profitable for culinary start-up business entrepreneurs, because high business profit that wants to be achieved by entrepreneurs will be easily fulfilled if adjusting with each consumer's demand.

4.7.2.3 The Effect of Entrepreneurial Orientation on Marketing Performance of culinary start-up business in Surabaya, partially is mediated by Value Proposition Uniqueness

From the result of hypotheses test result, it can be proved that Entrepreneurial Orientation has positive effect on Marketing Performance through Value Proposition Uniqueness as mediation of 0.044 (4.4%) with significant level of 5%, because statistic t value of Entrepreneurial Orientation on Marketing Performance through Value Proposition Uniqueness as mediation of 0.630 smaller than 1,96, so the hypotheses is rejected. Compared with direct effect between Entrepreneurial Orientation on Marketing Performance that has positive effect significantly, therefore it can be taken conclusion that the role of Value Proposition Uniqueness as mediation can affect the relation of Entrepreneurial Orientation and Marketing Performance. Thus, this model is unmediated, because without involving mediation, directly independent variable can affect dependent variable. The result of this research is in line with the research of Dewi & Nuzuli (2017) states that Entrepreneurial Orientation has positive impact on Marketing Performance, because Entrepreneurial Orientation encourages Marketing Performance, so the greater level of Entrepreneurial Orientation is, the greater also Marketing Performance is. This research supports the research of Ryadi & Yasa (2016) that the role of Entrepreneurial Orientation is able to increase the innovation capability of an entrepreneur and is able to increase Marketing Performance of culinary start-up business that is resulted.

This research is also appropriate with the research of Purwana et al., (2017) reveals that if the entrepreneurs want to sustain in new normal era, therefore start-up business entrepreneurs have to be able to maximum the use of digital development, and also support the research of Helmalia & Afrinawati (2018) and Setyorini et al., (2019) state that e-commerce affects positive and significant in increasing Marketing Performance and culinary business income.

4.7.2.4 The Effect of Entrepreneurial Orientation on Marketing Performance of culinary start-up business in Surabaya is moderated by Health Risk

From the result of hypotheses test result, it can be proved that there is direct relation between Entrepreneurial Orientation on Marketing Performance that has 0.450 greater and significant coefficient of Entrepreneurial Orientation interaction relation with Healthy Risk on Marketing Performance that has smaller -0.108 coefficient value and precisely insignificant. In this research, Health Risk as mediation exactly weakens the relation. The result of this research is in line with the research that is done by Djayadiningrat et al., (2017) states that to sustain and win in quite competitive business competition, the role of innovation product that belongs to Entrepreneurial Orientation dimensions have significant effect on Marketing Performance. Thus, Entrepreneurial Orientation affects on Marketing Performance of culinary start-up business significantly and positive. The result of this research supports the research of Wanto (2016) that Health Risk has positive effect in implementing Marketing Performance.

The result of this research is also in line with the research of Santia (2020) proves that consumers recently much more pay attention to Health Risk including in choosing food thing. Consumers prefer food and beverage that can be taken away and delivery order, the consumers start changing over to low contact purchase, government sincerity in moving economy while solving pandemic, opening new market segment like hygienic food packaging and frozen food.

4.7.2.5 Social Media Adoption affects on Impulsive Buying Behavior of culinary start-up business in Surabaya

From the result of hypotheses test result, it can be proved that there is direct effect between Social Media Adoption on Impulsive Buying Behaviour with coefficient value of 0.516 with significant value of 5%, because statistic t value of Social Media Adoption on Impulsive Buying Behaviour of 8.205 is greater than 1,96, therefore the hypotheses can be accepted. The result of this research is in line with the research (Fitryani, 2020) proves that because of Social Media Adoption, the habit of opening social media and other shopping accounts can cause the occurrence of unplanned purchase or Impulsive Buying Behaviour. This research is in line with the research of Tjiptono (2014) proves that promotion is marketing communication form through Social Media Adoption is the factor that can affect consumers' Impulsive Buying Behaviour.

This research is appropriate with the research of Anin et al., (2012) reveals the factors that affect Impulsive Buying Behaviour, that is, product, marketing, and consumers' characteristic such as personality, life style, gender, demography social or economic social characteristic. Thus, culinary product is one of the most dominant factors that influence on consumers' action to buy.

4.7.2.6 Impulsive Buying Behaviour affects on Marketing Performance of culinary start-up business in Surabaya

From the result of hypotheses test result, it can be proved that there is negative effect between Impulsive Buying Behaviour on Marketing Performance with coefficient of 0.063 with significant level of 5%, because statistic t value of Impulsive Buying Behaviour variable on Marketing Performance dependent variable of 0.840 is smaller than 1,96, therefore the hypotheses is rejected. The result of this research is appropriate with the research of Sugara & Dewantara (2017) states that there is the relation between consumers' satisfaction and Impulsive Buying Behaviour with on line transaction in which when consumers' satisfaction level is higher, therefore it will increase culinary product quality of culinary start-up business Marketing Performance, and some recent decades, consumers' satisfaction always becomes the attention focus of entrepreneurs and marketing practitioners.

Consumers' satisfaction towards taste and culinary product quality gives more impact on the increase of culinary start-up business Marketing Performance. The result of this research supports the research of Sidharta & Suzanto (2015) that Impulsive Buying Behaviour relates to consumers' satisfaction of one of culinary start-up business Marketing Performance indicators. Consumer satisfaction is consumers' feeling while getting something that is expected.

4.7.2.7 The Effect of Social Media Adoption on Marketing Performance of culinary start-up business in Surabaya, partially is mediated by Impulsive Buying Behaviour

From the result of hypotheses test result, it can be proved that there is negative effect on Marketing Performance through Impulsive Buying Behaviour as mediation of 0.032 (3.2%) with significant level of 5%, because statistic t value Social Media Adoption of independent variable on Marketing Performance through Impulsive Buying Behaviour as mediation of 0.794 is smaller than 1,96, therefore the hypotheses is rejected. Compared with direct effect between Social Media Adoption on Marketing Performance that has positive effect and significant, therefore it can be taken conclusion that the role of Impulsive Buying Behaviour as mediation can affect the relation between Social Media Adoption and Marketing Performance. Thus, this model is said unmediated, because without involving mediation, directly independent variable is able to affect dependent variable. The result of this research is in line with the research of Cao et al., (2018) proves that Social Media Adoption really impacts positive on Marketing Performance, because Social Media Adoption is really effective to facilitate the entrepreneurs to communicate with relatives, work colleagues, and consumers.

In this research, the role of Impulsive Buying Behaviour as mediation does not affect the relation of Social Media Adoption and Marketing Performance. Thus, it can be drawn conclusion that the test result of Social Media Adoption affects on Marketing Performance of culinary start-up business through Impulsive Buying behaviour mediation indicates that unmediated means without involving mediation variable, directly independent variable is able to affect dependent variable. The research finding that is obtained from respondents' answer on opened questions indicate that Social Media Adoption really facilitates culinary start-up business entrepreneurs in marketing culinary product. The result of this research supports the research of Iman (2020) proves that Instagram is one of the Social Media's

platform that is frequently adopted by start-up business to engage with consumers and also as the means of marketing through various information, video sharing, and social network platform. Therefore, unsurprisingly if Instagram platform is often used by entrepreneurs for business interest or as marketing media with the purpose of increasing Marketing Performance.

5. Conclusion

The finding of all hypotheses tests in this research is able to narrow research gap in conceptualizing the increase of culinary start-up business Marketing Performance that is done by culinary start-up business entrepreneurs. Although Entrepreneurial Orientation and Social Media Adoption directly affect on Marketing Performance of culinary start-up business, by indirect test through Value Proposition Uniqueness and Impulsive Buying Behaviour do not mediate the relation between Entrepreneurial Orientation and Marketing Performance of culinary start-up business. It is the same thing as indirect test through Impulsive Buying Behaviour does not mediate the relation between Social Media Adoption and Marketing Performance of culinary start-up business. Furthermore, indirect test through Health Risk even weakens the relation between Entrepreneurial Orientation and Marketing Performance of culinary start-up business. Thus, this research is contradictory with the previous researches that show the role of innovation capability of Value Proposition Uniqueness mediates the effect of Entrepreneurial Orientation on Marketing Performance of culinary start-up business, this thing means Entrepreneurial Orientation is able to increase the innovation capability of an entrepreneur and is able to increase Marketing Performance of culinary start-up business that will be resulted (Ryadi & Yasa, 2016). It is also as same as the research of (Tjiptono, 2014) indicates that Impulsive Buying Behaviour mediates between Social Media Adoption and Marketing Performance. The result of this research is very different from previous research, because this research time is started from since March 2000 Covid-19 pandemic until new normal era recently in which the consumer behaviour buys culinary product uninstantly or spontaneous or just like that but pay more attention to product quality from hygiene aspect, nutritious content, and safe to be consumed aside from culinary product delight to maintain immune system resistance.

The result of this research is in line and strengthens Service Dominant Logic (SD Logic), Resource Based View (RBV), and Resource Advantage Theory (R-A) Theory, that is, Marketing Performance of culinary start-up business that can create continuity of culinary start-up business to be able to achieve competitive advantage and can give business profit to entrepreneurs and also satisfaction towards consumers. Therefore, SDL, RBV, and R-A are right marketing strategy for entrepreneurs to be able to compete with the competitors (Dewi & Nuzuli, 2017). Empirically, this research indicates Marketing Performance as performance level measurement business that covers sale turnover, number of customers, sale growth, profit and customer satisfaction (Voss & Voss, 2016) that also has the same opinion as Thomas (2017) that final purpose of business is that ending on profit and consumer satisfaction are indicators of Marketing Performance. Moreover, the result of this research also supports Entrepreneurship theory that is innovative process in creating something new by devoting the necessary time and effort and being able to result profit to increase Marketing Performance of culinary start-up business (Anggadwita et al., 2016). Furthermore, the result of this reserach supports Value and Innovation Theory, that is, stepping stone in applying marketing strategy. Value and Innovation are creators of Value Proposition Uniqueness, because Value and Innovation use different marketing strategy logic. In resulting Value and Innovation, knowledge and broad insight are needed towards market orientation or consumer focus recently especially in this new normal era that means does not only fulfil what is expected by the consumers, but also offers creativity and new solution to consumers (Supriyono & Pandji, 2016). Therefore, Value and Innovation in Value Proposition Uniqueness always prioritizes Marketing Performance and product privilege. The strategy of Value Proposition Uniqueness is an optimum creative technique. This thing is due to the marketing strategy that can give very clear different reason to consumers to choose advertiser's product compared with other competitive offers (Meilinda et al., 2018).

This research is able to give contribution and input for culinary start-up business entrepreneurs to keep increasing Marketing Performance of culinary start-up business not only determined by maximum profit business but also can be seen from the sustainability aspect of culinary start-up business. To increase Marketing Performance of culinary start-up business, it is needed nutritious expert, and also

food and beverage certificates that are safe to be consumed such as HACCP, BPOM that are appropriate with Government's rule based on health protocol in new normal era. To facilitate the culinary start-up entrepreneurs to have competitiveness in facing new normal era right now by concerning not only great profit from business aspect but also more concern about consumers' health based on the situation and condition that are faced in this new normal era that also becomes great concern by Minister of Health. The novelty in this research is that there is no previous research that analyzes about Marketing Performance of culinary start-up business in Surabaya from perspective of entrepreneurs since Covid-19 pandemic period starting from the beginning of March 2000 until pandemic that has not yet finished until right now in this new normal era and managerial skill needs to be developed to be more responsible as marketing strategy plan. There is different result of the research that is done by previous researcher related to Marketing Performance before Covid-19 pandemic, and still few research related to Marketing Performance of culinary start-up business during Covid-19 pandemic until new normal era with the unstable and unpredictable economic condition and situation. Therefore, there is gap that can the researchers do, that is, to conceptualize and predict Marketing Performance of culinary start-up business. To conceptualize Marketing Performance of culinary start-up business is done by synthesizing the theory and the result of the research that is done by the previous researchers about Marketing Performance and culinary start-up business, so it can be concluded that Marketing Performance of culinary start-up business is managerial perception on the capability of culinary start-up business entrepreneurs by paying attention to the impact of Covid-19 pandemic in doing culinary production process through innovativeness is one of the characteristics of Entrepreneurial Orientation by doing experiment to create culinary new product to achieve business profit.

There are a few limitations and weakness in this research. First, this research occurs in a contrasting situation during Covid-19 pandemic restriction and new normal era, in which the market situation and consumer demand were very different. Second, the total respondents in this research is 260 respondents that cover specifically the culinary start-up business in Surabaya, East Java only, therefore the result has not been generalized to represent culinary start-up business in Indonesia. The same research in different location can have different result, so further research can add the number of respondents and coverage of domicile distribution throughout Indonesia or in three big cities in Indonesia such as DKI Jakarta, Surabaya, and Medan. Accordingly, future research is expected to include a wider geographic area to obtain higher level of generalizability. In addition, there are other potential factors that can be the predictor of culinary start-up business Marketing Performance such as financial aspect which impact start-up business continuity. Thus, further research is expected can do analysis by adding the predictor factors of other potential.

More research is suggested in the future to shed more light on the role of Entrepreneurial Orientation and Sosial Media Adoption as strong predictors of Marketing Performance for the culinary start-up business. Future research is encouraged to enablers and drivers of Entrepreneurial Orientation and Social Media Adoption to boost Marketing Performance. Nevertheless, financial capital and sufficient resources are crucial for the culinary start-up business to increase its Marketing Performance. This study acknowledged insufficient capital to do start-up business by the entrepreneurs and limit their ability to create unique value propositions, develop proper marketing and acquire food safety certification. Ultimately, this condition allegedly leads to Value Proposition Uniqueness, Impulsive Buying Behaviour, and Health Risk are unable to predict the Marketing Performance of culinary start-up businesses. Another avenue for future research is to analyse the financial aspect to maintain start-up business continuity or other variables, qualitative research method or other statistical data processes with more number of respondents out of Surabaya.

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