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STRATEGIC ENTREPRENEURSHIP MODEL IN BOGOR CITY CULINARY SMEs

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Abstract: The growth of SMEs in Bogor city creates intense competition and requires businesses to be more strategic by utilizing business opportunities and seeking competitive advantage by adopting a strategic entrepreneurial model. The purpose of this study was to identify the management of strategic entrepreneurship in culinary SMEs in Bogor City and analyze the influence between the elements of input, processes, and output of the strategic entrepreneurship model. This research used descriptive analysis and the SEM-PLS method. The implementation of strategic entrepreneurship in Bogor City culinary SMEs has been in an excellent performance. It is based on the average results of each variable more than 3.4, which is categorized as very good. The results of SEM-PLS analysis showed that the environmental factors, organizations, and individuals influenced the orchestration of resources and strategic entrepreneurship affected the output of creating competitive advantage and creating wealth and benefits for individuals, organizations, and society.

Keywords: competitive advantage, culinary, opportunities, strategic entrepreneurship, small medium enterprise (SMEs)

Abstrak: *Pertumbuhan jumlah UKM di Kota Bogor menghadirkan persaingan bisnis yang semakin ketat dan menuntut para pelaku usaha untuk lebih strategis dan kompetitif dalam menjalan usahanya dengan memanfaatkan peluang usaha. Oleh karena itu, perlu mengadopsi model kewirausahaan strategis yang mengintegrasikan kemampuan mengenali peluang (opportunity-seeking) dengan pencarian keunggulan bersaing (advantage-seeking) untuk bisa bertahan dalam lingkungan dinamis, kompleks, dan persaingan yang semakin ketat. Penelitian ini bertujuan untuk mengidentifikasi karakteristik dan pengelolaan kewirausahaan strategis pada UKM kuliner Kota Bogor, menganalisis pengaruh antar element input, proses dan output model kewirausahaan strategis. Metode analisis data menggunakan analisis deskriptif dan SEM-PLS. Hasil dari penelitian ini menujukkan pengelolaan kewirausahaan strategis pada UKM kuliner Kota Bogor sudah berada pada kondisi yang baik. Hal ini berdasarkan nilai rata-rata tiap variabel lebih dari 3.4. Faktor lingkungan, organisasi dan individu berpengaruh terhadap proses orchestrasi sumberdaya, dan proses kewirausahaan strategis mempengaruhi output penciptaan keunggulan bersaing, penciptaan kekayaan, serta manfaat bagi invidu, organisasi dan masyarakat.*

Kata kunci: *advantage seeking, keunggulan bersaing, kuliner, opportunity seeking, strategic entreprenurship, usaha kecil menegah (UKM)*

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INTRODUCTION

Entrepreneurship is the acceleration and quality of economic growth in developed and developing countries so that entrepreneurship affects the economic progress of a nation (Sergi et al. 2019). Therefore, it is necessary to create an entrepreneurial ecosystem by implementing good and competitive entrepreneurial conditions at the national and global levels (Pramono and Suminar, 2019). One of the manifestations of entrepreneurship in Indonesia is the growing number of SMEs. Based on the Ministry of Cooperatives and SMEs in 2018, 99.99% of businesses in Indonesia are dominated by micro, small, and medium enterprises (MSMEs). MSMEs contributed to Indonesia's GDP by 60.34% and employment by 97% in 2018, so that MSMEs greatly contributed to the economic growth.

Bogor City is one of the tourist cities in West Java, which has a strategic location close to Indonesia's capital city. The number of visits reached 7.96 million tourists in 2018 and increased by 20% in 2019. It became a potential for economic growth and development of Bogor City. One of the driving factors for Bogor City's economy is the development of MSMEs. The number of MSMEs has increased from 2015 to 2018. According to BPS in 2019, the culinary sector dominates 40% of the SMEs in Bogor City. Apart from enjoying the beautiful natural attractions, tourists also enjoy a variety of unique culinary delights. The growth in SMEs' numbers can increase economic growth, but the new entrants will bring new products and new business models that create intense competition and reduce the market share for old SMEs. Accordingly, SMEs' growth also needs to be aligned with the entrepreneurs' competitiveness and adaptive abilities.

In addition to the rising competition, SMEs are also faced with dynamic environmental conditions, such as the Covid-19 pandemic in 2020, which has affected Indonesia's tourism sector, directly impacting the culinary industry. According to Dcode Economic and Financial Consulting (2020), the tourism sector is categorized as potential losers. Social distancing rules have resulted in a decrease in the number of customers. Many business actors can survive in a dynamic environment by seeking new business opportunities such as integrating activities on websites, applications, social media, e-commerce, and utilization of other resources. Ireland et al. (2003) explained that in a dynamic environment, entrepreneurs are required to be more creative, aggressive in looking for business opportunities, innovative, and competitive in facing business competition to survive and perform well, which is called strategic entrepreneurship action.

The concept of strategic entrepreneurship helps new, established, small, and large businesses to create superior performance and maintain profits through opportunity-seeking and advantage-seeking activities to survive in a dynamic and globalizing environment (Tuluce and Yurtkur, 2015; Zucchella and Magnani, 2016). According to Kantur (2016), strategic entrepreneurship could increase product diversity, create new market opportunities, and generate new ways to compete to increase business prosperity and success.

As depicted in Figure 1 The concept of strategic entrepreneurship developed by Hitt et al. (2011) combines the focus of the environmental, organizational, and individual resource as an input into the dynamic process of resource orchestration. If it is used effectively, this behavior will build a competitive advantage, the value and wealth creation and benefits for society, organizations, and individuals (Ireland et al. 2003).

Large or small businesses that could build competitiveness and increase profitability and market share need to integrate and apply strategic entrepreneurship ideally (Dogan, 2015). Thus, SMEs could continue their primary function of building competitiveness, value creation, job creation, and economic growth (Awang et al. 2015).

This research used the theoretical basis of Hitt et al. (2011) and Ireland et al. (2003) to complete the input, process, and output variables of strategic entrepreneurship carried out on small business enterprises. Previous researches did not use the theory of Hit et al. (2010) entirely. Paek and Lee (2010) adopted the strategic entrepreneurship concept in the digital TV industry's established firms using a dynamic capability view (DCV). Omothoso and Anyigba (2019) used contingency and agency theories' collaborative dynamics to support the entrepreneurial strategy's conceptualized framework.

With the potential of culinary SMEs in Bogor City but with very competitive and dynamic business environment conditions, the researchers identified strategic entrepreneurship conditions in culinary SMEs

in Bogor City. They also analyzed the influence of these variables in strategic entrepreneurship models on culinary SMEs in Bogor City. This study's scope is the owners, managers, or supervisors of culinary SMEs in Bogor City.

METHODS

The research data were collected from December 2019 to May 2020. The sampling technique was non-probability, which utilized purposive sampling. According to Bryman and Bell (2015), purposive sampling is a sampling technique that chooses population members with specific criteria to provide the required information. The criteria refer to SMEs classification by Indonesian Statistics and Law No. 20/2008. The criteria are as follows: having a minimum of 5 employees, a turnover of 50 million to 2.5 billion in a year, and assets worth Rp500 million-50 billion. The owners, managers, or supervisors of the SMEs are the respondents of this research. The total population of culinary SMEs in Bogor City was 2875. By using the Slovin technique with an error of 10%, 96 samples were obtained from the total population, consisting of 70 small businesses and 26 medium businesses. Primary data were collected using a questionnaire containing offline and online strategic entrepreneurship. The questionnaire was filled out by the owners, managers, or supervisors. Meanwhile, secondary data were obtained from various relevant literatures on strategic entrepreneurship, in the form of journals, books containing theories, previous research results, and statistical data reports.

This research's data processing and analysis methods consisted of a validity test, reliability test, descriptive analysis, and partial least square structural equation modeling (PLS-SEM). Descriptive analysis was also applied to obtain a general description of respondents' characteristics, including gender, age, education, and profile of SMEs using mode, and describe strategic entrepreneurship implementation using mean. The measurement used a 5-point Likert scale. For each interpretation of the average answer produced, the scale range was calculated using the following formula:

Range = (Maximum scores-minimum scores)/Number of classes
Range = (5-1)/5 = 0.8

The calculation of the range with a Likert scale of 1-5 was obtained at 0.8. It uses several categories: Poor (mean score from 1.00 to 1.80), Fair (from 1.81 to 2.60), Good (from 2.61 to 3.40), Very Good (from 3.41 to 4.20), and Excellent (more than 4.21).

PLS-SEM analysis consists of two sub-models, namely the measurement model (outer model) and structural model (inner model) (Hair et al. 2014). The outer model is used to evaluate the convergent validity, discriminant validity, and reliability of the constructs. Meanwhile, the inner model is applied to evaluate the R-square value and the significance of the path coefficients. Both comprise the seven latent variables (environmental factors, organizational resources, individual resources, resource orchestration, competitive advantage and creating value, and wealth creation), and 16 variables manifest. Then, the model of input, process, and output of strategic entrepreneurship. The research model is portrayed in Figure 2. The hypotheses in this research are as follows:

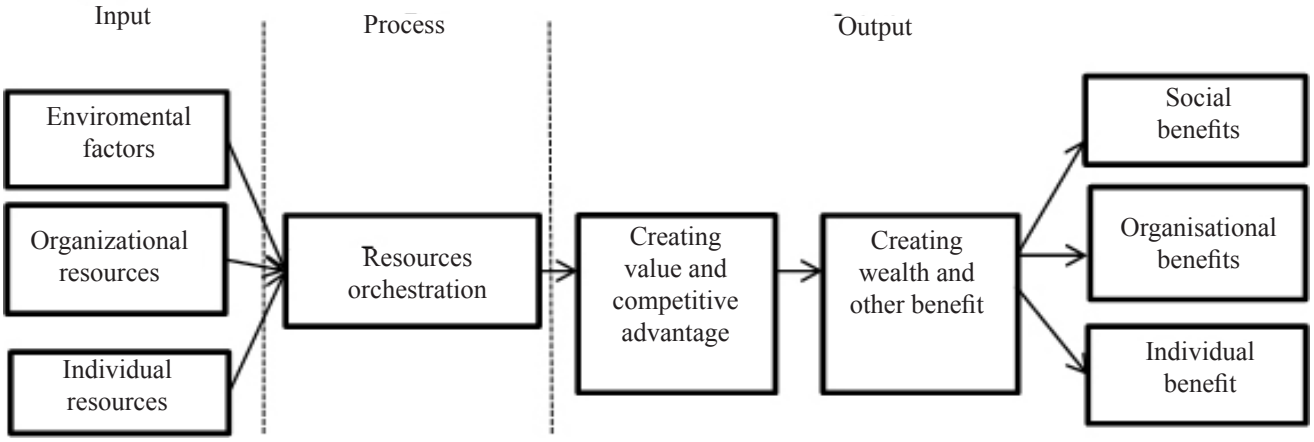

Figure 1 Strategic entrepreneurship model by Hitt et al. (2011)

H1: Environmental Factors have a positive and significant effect on Resource Orchestration
H2: Organizational Resources have a positive and significant effect on Resource Orchestration
H3: Individual Resources has a significant positive effect on Resource Orchestration
H4: Resource Orchestration has a positive and significant effect on Customer Value and Competitive Advantage
H5: Customer Value and Competitive Advantage has a positive and significant effect on Creating Wealth and Other Benefits.

RESULTS

Validity and Reliability Test Results

Based on the results of the validity and reliability of the 60 samples, the statements in the questionnaire were valid with a significance level of 5% in which r counts were greater than r tables (0.361). All Cronbach's alpha values for each variable were also higher than 0.06, which indicated that the variables in this research were reliable.

Respondent Characteristics

The respondents of this research involved the owners, managers, or supervisors of Bogor City culinary SMEs. The samples consisted of 70 small businesses and 26 medium-sized businesses, with the characteristics shown in Table 1. The respondents in small businesses were dominated by males (66%) and people aged 21 to 30 years old (50%). The age range was still categorized as productive and ready to compete in the business world. Their last educations were mostly senior high school (43%) and bachelor degree (40%). In terms of business characteristics, restaurant culinary dominated (53%), and the age of organization was mostly under 3.5 years (59%), which was categorized as a new business.

The medium businesses were dominated by males (81%), people aged 31 to 40 years old (42%), and people with the last education level of bachelor degree (35%) and diploma degree (31%). In terms of business characteristics, the medium business was dominated by established business age (54%), with the leading type of culinary was restaurant (64%).

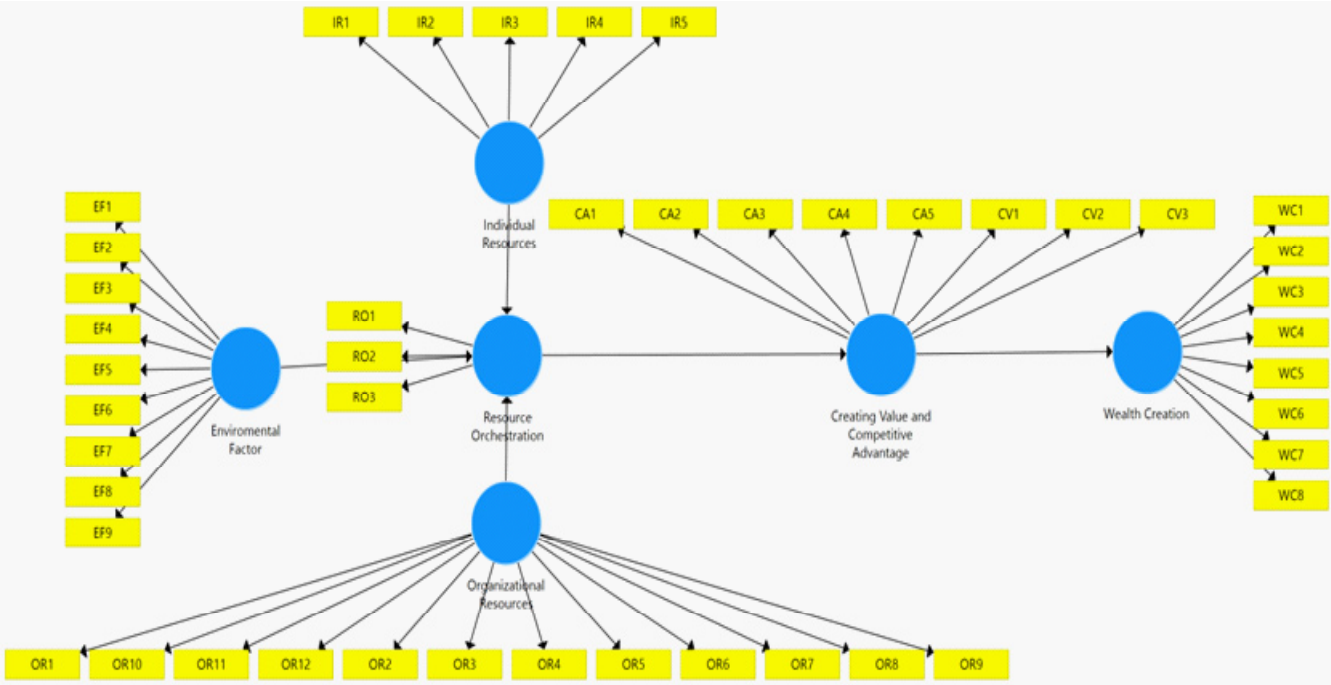

Figure 2. The research model

Table 1. Respondent Characteristics

Category	Business Scale	
	Small (70)	Medium (26)
Respondent Profile		
Gender		
Male	66%	81%
Female	34%	19%
Age (years old)		
<20	11%	0
21-30	50%	38%
31-40	17%	42%
41-50	16%	15%
>51	6%	4%
Education		
SMA/SMK	43%	23%
Diploma	16%	31%
S1	40%	35%
S2	1%	12%
Business Characteristics		
Type of culinary		
Restaurant	53%	64%
Café	33%	36%
Catering	4 %	0
Specialty food	10%	0
Age of organization		
< 3.5 years	59%	46%
>3.6 years	41%	54%

Descriptive Analysis of Strategic Entrepreneurship in Bogor City Culinary SMEs

Descriptive analysis was used to determine the measurement of entrepreneurs' perceptions of strategic entrepreneurship management implementation in Bogor City's culinary SMEs based on three input variables, namely environmental factors, organizational resources, and individual resources. Process variables, namely resource orchestration and output variables, consisted of competitive advantage and value creation, wealth creation, and benefits. The descriptive analysis results could be seen in Table 2.

Environmental factors as external factors were measured using three aspects, namely dynamics, munificence, and complexity. The average value of the variable was 3.75, which was categorized as very good. This result indicated that there was good environmental support for Bogor City culinary SME business system. Meanwhile, the lowest average was the indicator of capital support from banks and investors, but it was still considered good. Some entrepreneurs were reluctant to apply for bank loans, which were often time-consuming, complicated processes, and challenging conditions so that entrepreneurs tended to finance their business independently.

The organizational resource variable had a mean value of 3.76, which indicated that entrepreneurial leadership and entrepreneurial culture were in the very good category. Entrepreneurial leadership is the ability to influence others in achieving goals, looking for opportunities, managing resources strategically, and create an entrepreneurial climate so that it becomes an advantage to maintain competitiveness (Fontana and Musa, 2017; Anju and Mathew, 2017). Entrepreneurial culture refers to an organizational culture committed to fostering and supporting the importance of simultaneous opportunity-seeking and profit-seeking behavior (Utoyo et al. 2019). However, the indicator of entrepreneurs' commitment to develop, improve their employees' knowledge, skills, and managerial abilities had the lowest average. Nourish entrepreneurial capability had the lowest average value, indicating that SMEs were still not optimally committed to developing and improving employees' knowledge and skills.

The individual resource variable had an average of 3.754, which showed an entrepreneur's entrepreneurial mindset about the opportunities oriented to business development with the commitment, decisions, and actions to pursue the opportunities in dynamic environmental conditions (Gillin et al. 2019). This result was included in the very good category. Meanwhile, the lowest average was on the real options logic indicator, namely choosing what products/services will be created, sold, and developed following the company's capabilities. However, some employers argued that prospective products and services tailored to customer desires would increase businesses' capacity to achieve customer desires.

Furthermore, the resource orchestration variable had a mean value of 3.98 that consisted of the ability to manage resources (structuring), resources that become capabilities (bundling), and capabilities to produce value for customers (leveraging). It referred to a very good category. Strategic entrepreneurship management's effectiveness in building competitive advantage and value creation on SMEs, and wealth creation and benefits for organizations, individuals, and society represented a very good performance.

Table 2. Descriptive analysis of strategic entrepreneurship of SMEs in Bogor City

Latent Variable	Manifest Variable	Code	Mean	Category	Mean of variable	Category of variable
Entrepreneurial Factor	Consumer demand	EF1	3.82	Very good	3.75	Very good
	Business environment	EF2	3.80	Very good		
	Government support	EF3	3.60	Very good		
	Bankers and investors support	EF4	3.55	Very good		
	Mass media coverage	EF5	3.95	Very good		
	Fulfillment of resource	EF6	3.77	Very good		
	The complexity of the production process	EF7	3.77	Very good		
	Marketing complexity	EF8	3.82	Very good		
	Operational complexity	EF9	3.69	Very good		
Organizational resource	Creativity and idea are expected	OR1	3.83	Very good	3.76	Very good
	Risk-Taking is encouraged	OR2	3.69	Very good		
	Failure is tolerated	OR3	3.73	Very good		
	Learning is Promoted	OR4	3.76	Very good		
	Innovations are championed	OR5	3.76	Very good		
	Continuous Change	OR6	3.74	Very good		
	Make sense of opportunity	OR7	3.74	Very good		
	Protect innovations threatening	OR8	3.79	Very good		
	Nourish entrepreneurship capability	OR9	3.68	Very good		
	Question the dominant logic	OR10	3.81	Very good		
	Revisit the deceptively simple question	OR11	3.80	Very good		
	Link entrepreneurship and strategic management	OR12	3.75	Very good		
Individual Resources	Recognizing entrepreneurial opportunity	IR1	3.80	Very good	3.75	Very good
	Entrepreneurial alertness	IR2	3.73	Very good		
	Real option logic	IR3	3.67	Very good		
	Entrepreneurial framework	IR4	3.83	Very good		
	Opportunity Register	IR5	3.74	Very good		
Resource Orchestration	Structuring the resource portfolio	RO1	3.89	Very good	3.98	Very good
	Bundling resource	RO2	4.00	Very good		
	Leverage capability	RO3	4.05	Very good		
Creating Value and Competitive Advantage	Customer relationship	CV1	3.83	Very good	4.04	Very good
	Different product	CV2	4.13	Very good		
	Different service	CV3	4.08	Very good		
	cost leader	CA1	3.92	Very good		
	cost leader	CA2	3.91	Very good		
	A different perspective of quality	CA3	4.23	Excellent		
	Quality for customer	CA4	4.15	Very good		
	Focus	CA5	4.04	Very good		
Wealth creation	Payment of taxes	WC1	4.22	Excellent	4.04	Very good
	Creating new jobs	WC2	4.04	Very good		
	Equal opportunity for employees	WC3	3.84	Very good		
	Adapt to market development	WC4	4.08	Very good		
	Organizational benefit	WC5	3.88	Very good		
	Personal satisfaction	WC6	3.97	Very good		
	Increased insight and skill	WC7	4.18	Very good		
	Personal well-being	WC8	4.09	Very good		

PLS-SEM Result

Evaluation of Outer Model

Measurement of the outer model used validity and reliability. There are two types of validity: convergent validity and discriminant validity (Hair et al. 2014). In the Convergent Validity criteria, the AVE value was more than 0.5, or the loading factor value was more than 0.6. Seven variables did not fulfill the requirements so that they were excluded from the model. The final model was visualized in Figure 3.

In discriminant validity evaluation, the cross-loading value determined whether the construct had an adequate discriminant value. The cross-loading value showed that the intended construct's loading value was higher than the loading value of other constructs, which meant that it has good discriminant validity. In the reliability test, the results showed that Cronbach's alpha value and the composite reliability value were higher than 0.7, so that all variables were reliable.

Evaluation of Inner Model

The evaluation of the inner model used the R-square value and the significance of the path coefficients. The determination coefficient (R2) value could be seen in Table 3. R-square value on the resource orchestration variable was 65.6%. The R-square value of the competitive advantage and creating value variable was 38.5%. The value of R-square in the variable of wealth creation and other benefits was 62.8%.

Table 3 R-square results

Indikator	R-Square
Resource orchestration	0.656
Competitive advantage and creating value	0.385
Wealth creation and other benefits	0.628

The significance test of the path coefficient through the bootstrapping procedure produced the original sample value, p-value, and t statistic value, which were used to test the research model and research hypothesis. The original sample values indicated the relationship between variables. It became positive when the variable had a positive effect and vice versa. The significance of hypothesis testing could be examined from the t-statistic value. The t-statistic value of each variable was more than 1.66 while the p-value was less than 0.05, so the hypothesis is accepted. The path coefficient value that shows the relationship between all variables could be seen in Table 4.

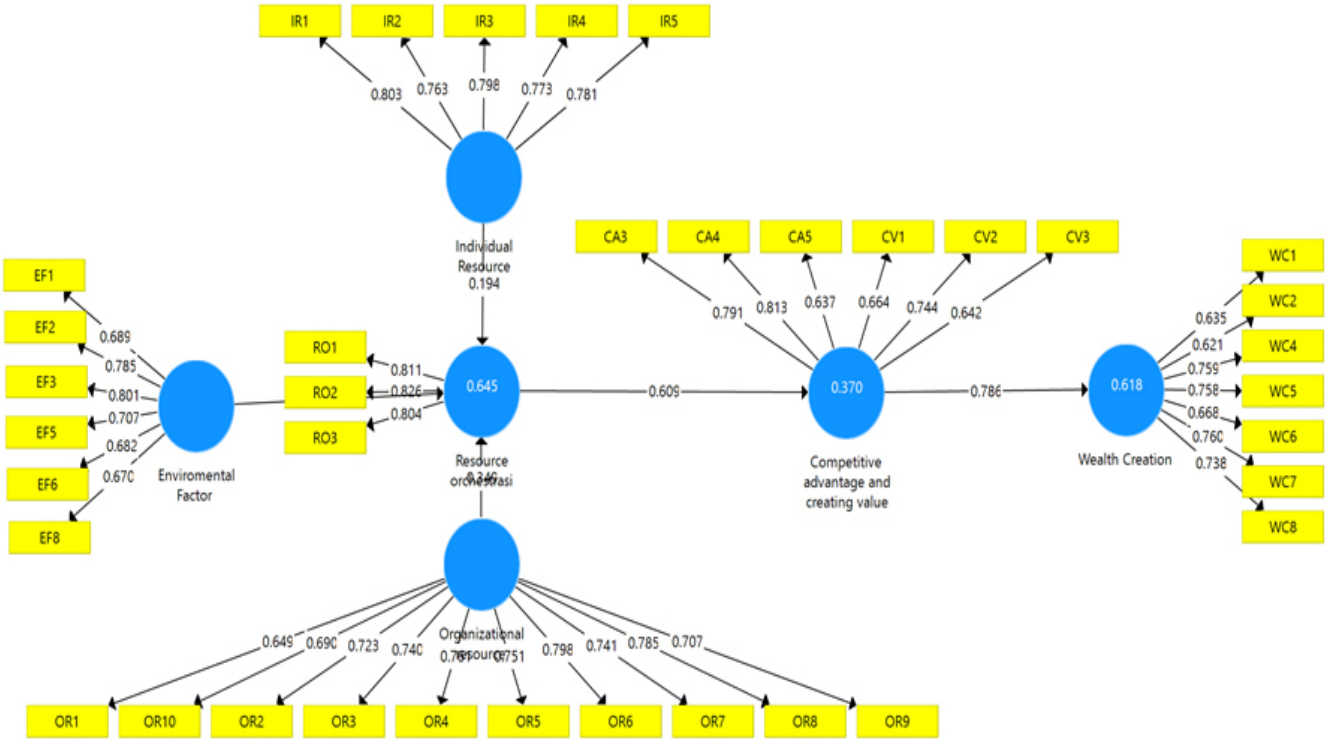

Figure 3. The final model after dropping

Table 4. Output of path coefficient

Variable	Original sample	T statistic	P values	Hypotheses
Environmental factor → Resource orchestration	0.335	2.963	0.003	H1 accepted
Organizational resources → Resource orchestration	0.349	3.07	0.002	H2 accepted
Individual resources → Resource orchestration	0.349	2.162	0.031	H3 accepted
Resource orchestration → Competitive advantage and creating value	0.609	9.851	0	H4 accepted
Competitive advantage and creating value → Wealth creation and other benefits	0.786	15.088	0	H5 accepted

1. Effect of input dimensions (environmental factor variables, organizational resources, and individual resources) on the resource orchestration process

The effect between variables could be seen through the positive original sample value and the t-statistic value of each > 1.66 and the p-value < 0.5. So, the input variables, namely environmental factors, organizational resources, and individual resources, positively and significantly affect the resource orchestration process. In terms of environmental factor variable, when there was external environmental support, it helped SMEs in obtaining, identifying, and utilizing resources effectively. The variable of organizational resources, consisting of entrepreneurial culture and entrepreneurial leadership, influenced entrepreneurs' decisions and actions in managing resources. The individual variable of internal capabilities, namely an entrepreneurial mindset, would encourage effective resource management if appropriately implemented. So the hypotheses H1, H2, and H3 were accepted. It was in line with Utoyo et al. (2019), which found out that the entrepreneurial mindset, entrepreneurial culture, and entrepreneurial leadership affected strategic resource management in two large telecommunications and banking companies in Indonesia. The organizational resource variable had the highest t-statistic value indicating that the organizational resource variable influenced the resource orchestration variable more strongly than the environmental-factor and individual resource variables.

2. The effect of resource orchestration on competitive advantage and value creation

The effect of resource orchestration on competitive advantage and value creation had a positive original sample value, a statistical t value > 1.66, and a p-value < 0.5. Resource orchestration had a positive and significant effect on competitive advantage and value creation so that hypothesis 4 was accepted. The process of identifying, creating portfolios, grouping resources that need to be improved, grouping resources that could be further exploited, and increasing the capacity of SMEs' resources had an essential role in determining strategies in implementing competitive advantage and creating value. Therefore, the variables of competitive advantage and value creation could be generated when entrepreneurs manage their resources wisely and effectively. It is consistent with the research conducted by Koentjoro and Eliyana (2015), which showed that competitive advantage in family companies is influenced and maintained through entrepreneurs' commitment to strategic resource management. According to Carnes et al. (2016), businesses in a growth and maturity stage need to manage resources by changing, identifying, obtaining the most relevant resources, and developing the most useful capabilities to produce an innovation needed to achieve and maintain its competitive advantage.

3. Effect of competitive advantage and value creation on wealth creation and benefits

The effect of competitive advantage and value creation on wealth creation and benefits had an original positive sample value of 0.19, a statistical t value > 1.66, and a p-value < 0.5. Competitive advantage and value creation had a positive and significant effect on wealth creation and benefits so that hypothesis 5 was accepted. Effective strategic entrepreneurship would help companies develop competitive advantage and respond to environmental changes that would create benefits for entrepreneurs, organizations, and societies that significantly impact economic performance (Awang et al. 2015).

Managerial Implications

This study's managerial implications were applied to improve the effectiveness of strategic entrepreneurship management in Bogor City culinary SMEs. They were

based on the result of descriptive analysis with the lowest average and the analysis of the influence of strategic entrepreneurship implementation in input segments. Organizational resources had the most significant effect on resource orchestration. In the dynamic environment, increasingly fierce and broader competition and customer demands for the quality of different services and products are challenges for SMEs. Therefore, to survive and grow, the entrepreneurs need to create a view to changing positively, creating innovation, and improving organizational capability.

In dealing with changes, they should improve the organization's preparedness in accepting, approving, and adopting a positive change. Therefore, it is necessary to adjust the perception between people involved in the process of change. The organization needs change, giving benefit to the organization and employees (worthiness). This kind of change could be done through briefing and sharing sessions between employees and stakeholders. To create innovations in new products and processes, they should build an innovative culture by forming a work environment or atmosphere that could enhance employees' creativity and freedom in delivering innovative ideas.

Entrepreneurs need to improve organizational capabilities, in which an organization could utilize its resources, employees, and business process. They must have a systematic framework to know the capabilities they need and the resources that should be collected or maintained. In increasing organizational capability, human resources (HR) play an essential role in the success of managing strategic entrepreneurship. According to Dewi et al. (2017), business actors need to develop HR skills (skill upgrading) by involving HR in training programs, exhibition activities, entrepreneurship seminars, and technical guidance in carrying out their duties and responsibilities as an effort to increase competitiveness

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The implementation of strategic entrepreneurship in Bogor City culinary SMEs has been running well, as indicated by the input dimensions of environmental factors, organizational resources, and individual resources in a very good category. In the process dimension, the orchestration resource showed an average in the very good category. Then, in the output dimension, the competitive advantage and creating value and the wealth creation and other benefits also had an average in the very good category. Thus, strategic entrepreneurship management in Bogor City culinary SMEs was already in a very good performance.

The influence between the variables of strategic entrepreneurship showed all input segments (environment, organization, and individual resources) had a positive and significant effect on resource orchestration. Resource orchestration affected the creation of competitive advantage. Competitive advantage also affected wealth creation and benefits for individuals, organizations, and socially.

Recommendations

Further research could analyze the influence of the input, process, and output of strategic entrepreneurship by distinguishing the strategic entrepreneurship management by business scale to compare how to implement good strategic entrepreneurship according to the business scale.

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