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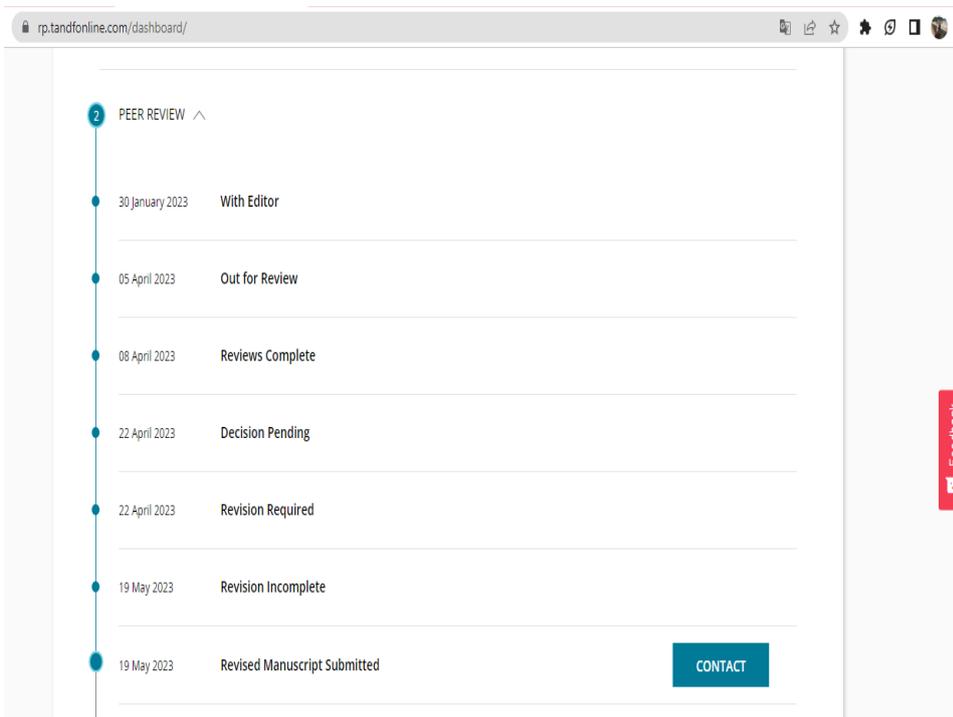
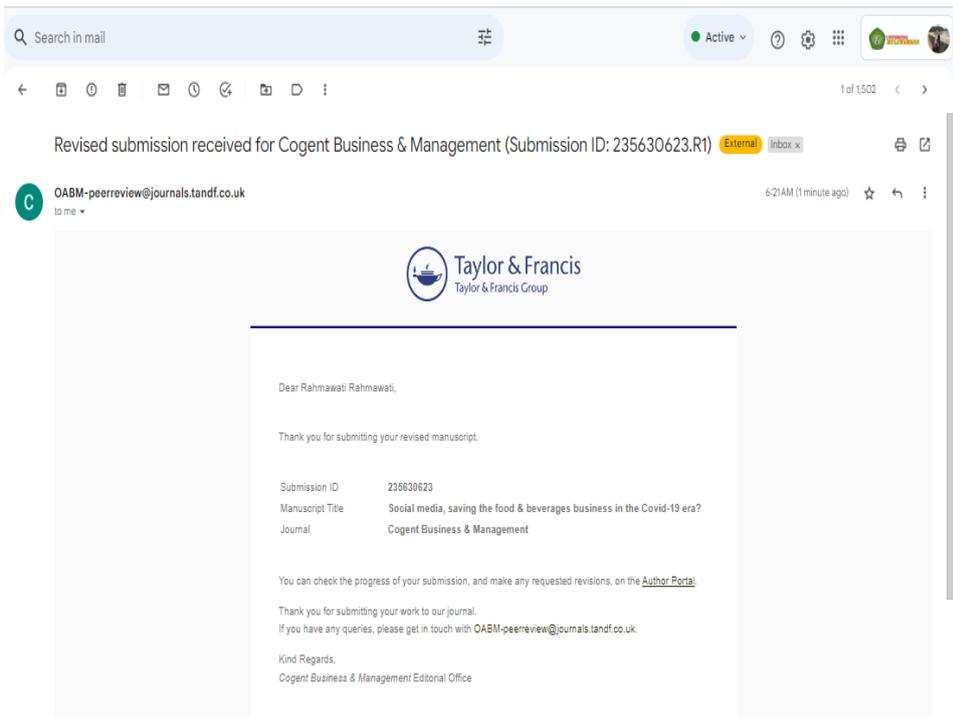
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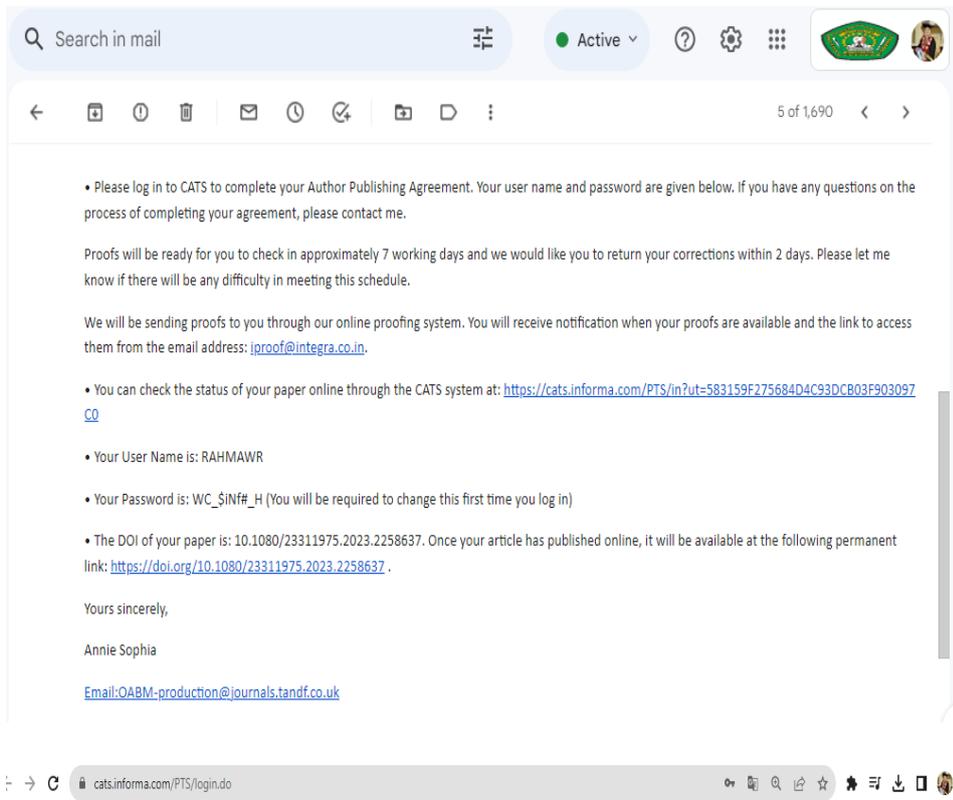
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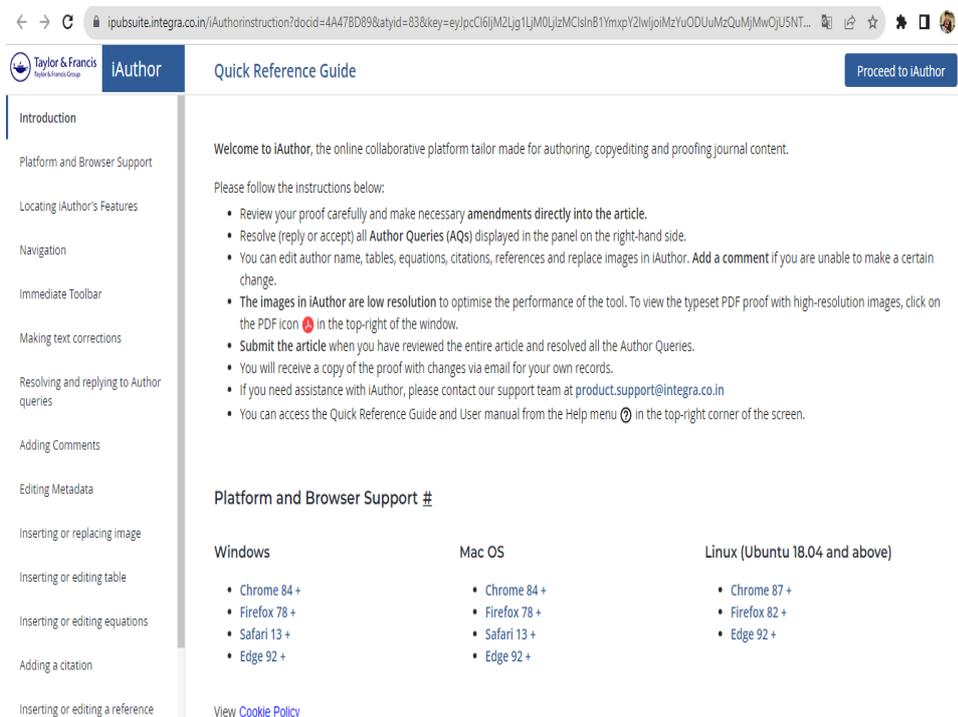
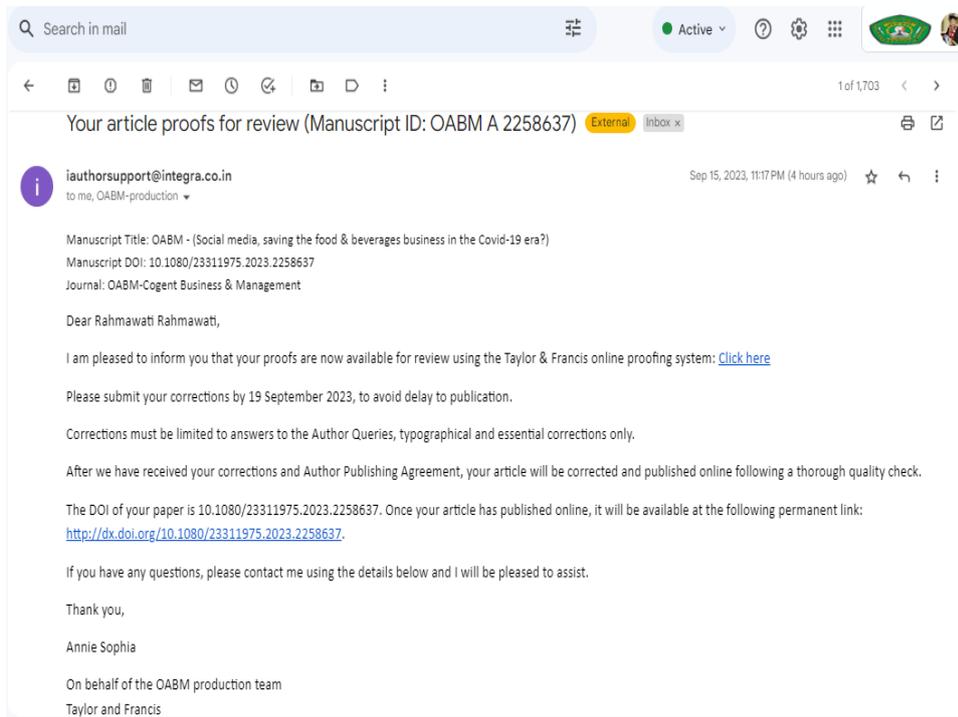
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Social media, saving the food & beverages business in the COVID-19 era?

Rahmawati Rahmawati¹ AQ1 Syarifah Hidayah¹ and Ardi Paminto¹

¹ Department of Management, Faculty of Economics and Business, Universitas Mulawarman, Samarinda City, Indonesia

Rahmawati Rahmawati works as a lecturer in the Department of Management, Faculty of Economics and Business—Universitas Mulawarman, Samarinda, East Kalimantan (Indonesia). The main study activities focus on marketing, tourism, and hospitality. In this manuscript, the role of chairman and corresponding authors. Orcid ID: <https://orcid.org/0000-0001-7976-6727>.

Syarifah Hidayah works as a senior lecturer in the Department of Management, Faculty of Economics and Business—Universitas Mulawarman, Samarinda, East Kalimantan (Indonesia). Interested in research projects related to marketing management and issues relevant to business. Orcid ID: <https://orcid.org/0000-0002-2354-0603>.

Ardi Paminto is a senior lecturer in the Department of Management, Faculty of Economics and Business—Universitas Mulawarman, Samarinda, East Kalimantan (Indonesia). Topics and scientific expertise for the discipline of financial management. Orcid ID: <https://orcid.org/0000-0002-2354-0603>.

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Almaqati, F. A., P. (2020). The moderating role of digital marketing on the relationship between board characteristics and business performance: An emerging economy. *Humanities*, 9(1), 1–12. <https://doi.org/10.1057/s41599-023-01352-x>

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Ambler, T., & Kokkinaki, F. (1997). Measures of marketing success. *Journal of Marketing Management*, 13(7), 665–678. <https://doi.org/10.1080/0267257X.1997.9964503>

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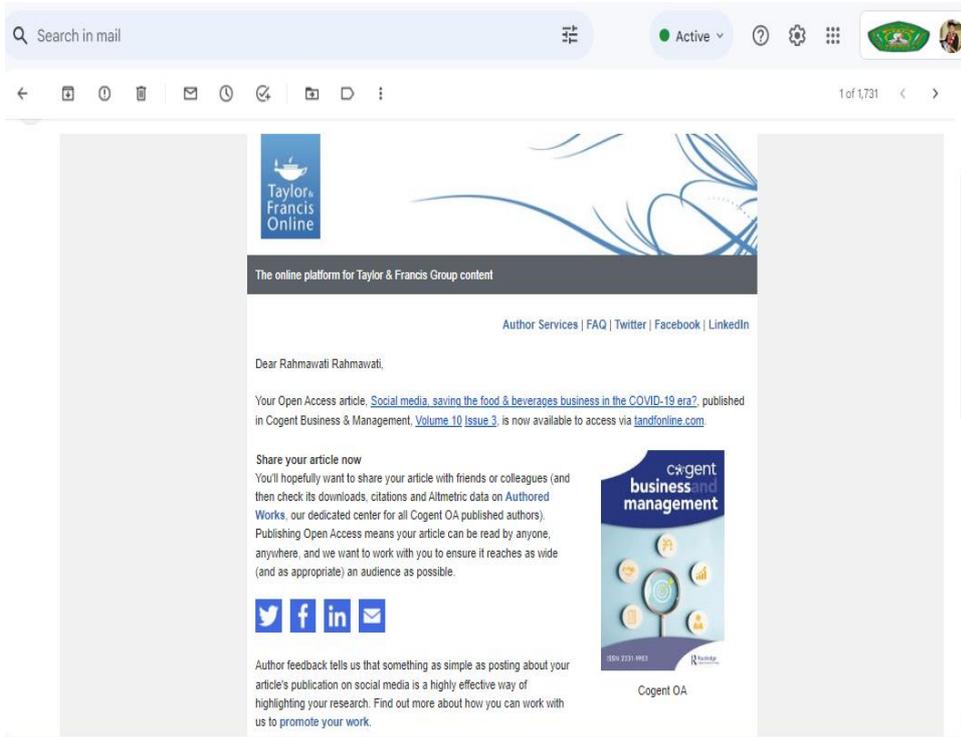
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Comment [i-2]: Unfortunately the paper was not meeting some minimum standard for the publication. **Reply:** professional corrections were made in order to improve the quality of the manuscript. The authors revised each section recommended by the reviewers in detail, including expanding the literature on references and attaching questionnaire items.

Abstract

Covid-19 has caused an economic recession, including uncertainty over the food and beverage sector. One of the layers of business that is vulnerable to pandemic attacks is cafés and restaurants. In early 2020–2022, many café and restaurant businesses have been closed as a series of polemics that have resulted in operational cost losses. At the same time, the government issued regulations related to tightening regional quarantines. Automatically, these rules stimulate a transition in reforming innovation. Based on shifts in consumer behavior since the pandemic, this paper is dedicated to investigating the effects of product delivery innovation, cashless payments, and social media engagement on marketing performance. The object of this study is oriented towards 146 cafés and restaurants spread across many major cities in Indonesia. The online survey is centered on the café and restaurant management. Systematics and data interpretation via SEM-PLS. Unfortunately, the empirical output proves that product delivery innovation and cashless payments have no impact on marketing performance. Uniquely, social media engagement actually has an impact on marketing performance. Besides that, product delivery innovation and cashless payments through the role of social media engagement have an impact on marketing performance. The emergence of Covid-19 in Indonesia presents that social media trends can develop a harmonious relationship between producers and customers. Going forward, the findings of this study have the obsession to promote a more complex literary lens.

Keyword: *cashless payment, social media engagement, food and beverages, marketing performance, product delivery innovation.*

1. Introduction

The Covid-19 pandemic, which began in early 2020, has disrupted systems in almost all parts of the world, including Indonesia. There are several alternative options to prevent the spread of the infection and that is social restrictions within the scope of schools, offices, campuses, companies and public zones (Fitriadi et al., 2022). To protect the health of the population, the Indonesian government has implemented a mobility lockdown at the local–regional–border–national level since March 2020. Most activities are carried out online, and this is articulated by stopping the flow of transportation between regions and between countries. At its peak, it also drastically

Comment [i-3]: Introduction section is required to be revised focusing more on the research gaps in the previous studies and need for the present study. **Reply:** adding 1 sentence that is relevant to the general argument (paragraph 6).

Comment [i-4]: Suggestion to rephrase. **Reply:** revised.

worsens the turnover of the business mix. Figure 1 below describes the collapse of several business foundations that have so far been very dependent on turnover.

In July 2020, the average growth in 6 business fields whose turnover was hit by the pandemic reached 88.71%. In detail, the macroeconomic slowdown reduced turnover by 92.47% in the food and beverage accommodation cluster (rank 1). This discrepancy was also seen in other service clusters, where turnover decreased quite markedly to 90.9% (rank 2). Then, in rank 3, transportation and warehousing: 90.34%, rank 4: 87.94% construction, rank 5: 85.98% processing industry, and rank 6: 84.6% trade.

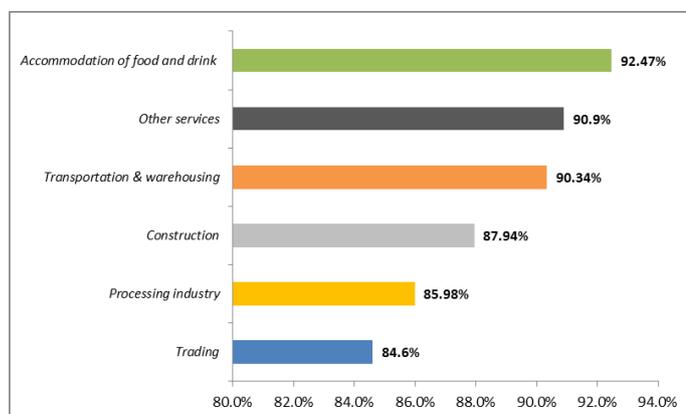


Figure 1. Percentage of decrease in turnover based on business structure

Source: Katadata (2020)

The consequences of the economic disruption have caused café and restaurant businesses to seek alternative solutions to continue to exist. There are 2 ideal strategies that are possible. One of them is optimizing social media, so that business owner/manager, including SMEs can get closer to customers through the introduction of a product and facilities. Another anticipation is channeling service innovation in the form of "product delivery" which is claimed to guarantee security for cafe-restaurant customers. Then, also increasing take away services whose management is in partnership with online food delivery (OFD) such as: GoFood, Grab, and Shopee, or bridging services delivered by producers themselves to consumers. The point is, collective service standards are set based on new trends that ensure customer safety

Comment [i-5]: The paper need to be revise especially in the form, it doesn't make sense to st my article with tables, figures check the paper's form first and then work on the content. **Reply:** Figure 1 contains the value of the decline in turnover based on business structure in Indonesia since the Covid-19 pandemic. From a macroeconomic perspective, this Figure is presented to explain phenomena that are relevant to the dynamics of the decline in the business sector, especially food and beverage products. In this context, the authors present scenarios related to improving the food and beverage supply business such as the adoption of social media. Through the use of social media platforms, business sectors that are vulnerable to decreased turnover such as SME can grow again.

Comment [i-6]: For Figure 1, is this referring Indonesia's scenario? Please mentioned it in Section 1: Introduction. **Reply:** Yes, because one of the right alternatives and solutions is for SMEs to make social media more effective for interacting with customers. At the same time, during a pandemic, promotion trends via social media can channel more innovative insights. In addition, the information can be more accurate and communicative to evaluate service standards, including online payments.

Comment [i-7]: Is questionable that only 2 alternatives are possible.... only social media and product delivery. I think the authors need to justify more this idea. **Reply:** Ideas and alternatives offered by business owners to customers can channel customer convenience, for example access to purchasing products via ordering and online payments as well as service standards when purchasing. In addition, not all SMEs in developing markets such as Indonesia implement online purchasing and payment service standards. In other words, the pandemic has brought changes in formulating new policies in business activities.

and comfort while still targeting marketing benefits. Finally, new programs, including online payments could enable or prioritizing convenience.

Expanding online-based take away services requires cafés and restaurants to provide cashless payments, which in practice are realized with e-wallets, such as OVO, Funds, GoPay, Shopeepay, and various payment media. In addition, payments also start m-banking for customers who do not have e-wallets.

Marolt et al. (2020) argued that social media engagement correlates with marketing performance in the case of large companies. In line with other publications highlighted by Mohammad (2020) and Garg et al. (2020) that marketing performance is largely determined by customer engagement. Simple evidence that is applied in studying customer engagement is social media. In the context of cashless payments and marketing performance, Odior & Banuso (2013), Akhalumeh & Ohioka (2012), and Tunji (2013) stated that cashless payments improve market orientation. What is also fundamental when talking about the relationship between product delivery innovation (PDI) and marketing performance. PDI, which focuses on OFD to supporting cafés and restaurants to boost their marketing performance (Alalwan, 2020; Chavan et al., 2015; and Keeble et al., 2020). In this paper, social media is seen as an effective scenario for increasing marketing performance, but from several other scientific works the opposite is true. As concrete evidence in the case of a pandemic, Herlina et al. (2022) actually found that the involvement of business people on social media did not affect marketing performance constructively. This argument is also relevant to the text prepared by da Silva Wegner et al. (2023), where social media platforms managed by some companies do not bridging the target properly. Relatively high marketing competitiveness directs and highlights sponsors which often triggers assumptions that are contrary to consumer perceptions. As an illustration, an example of SMEs in Indonesia. The use of social media costs expensive promotions, so social media adoption is relatively not integrated into marketing performance (Wibawa et al., 2022). In Pakistan, for example, the involvement of social media platforms, including Facebook and Instagram, is only a small part of attracting customers to develop brand intent, resulting in a shift towards marketing sustainability (Jamil et al., 2022). Speaking

of digital media from a social perspective, the presence of advertisements with negative words has annoyed and interfered with increasing sales. Dwivedi et al. (2021) tells that problems related to social media operated by companies in running their business tend to describe gaps in creating narratives, issues, or topics that are non-specific and out of context from the products offered.

Referring to the dynamics of Covid-19 which are traps, worries, and contact with entrepreneurship, few publications have discussed the relationship between PDI, cashless payments, and social media engagement on marketing performance. For this reason, seeing the gap in the unequal study, this paper took the initiative to evaluate the contribution of PDI, cashless payments, and social media engagement in building marketing performance that focuses on cafés and restaurants. Specifically, the element being explored is social media engagement as a reinforcement of the relationship between PDI and cashless payments on marketing performance.

2. Literature review

2.1. Marketing performance

From a theoretical point of view, company value is indicated by performance (Ratnasari et al., 2020). Performance often represents the impact of the company's strategy. Company strategy is always directed at performance, whether identified from marketing, human resources, or finance (Ferdinand & Zuhroh, 2022). Setiawan & Ferdinand (2021) concluded that inclusive marketing performance, synergizes at the level of sales, growth, and market share dominance. On the other hand, Saeko (2012) argues that marketing performance can bring business success from the sales, market and financial pillars.

Gao (2008) relates marketing performance to changes in 3 dimensions: effectiveness, efficiency, and adoption. From the perspective of effectiveness and efficiency, it includes the company's marketing methods to get revenue, market growth, and market share. On the one hand, adaptability in the market is the key that companies must emulate to quickly capture any shifts, needs, and market tastes induced by external and internal factors.

Concretely, Covid-19 provides challenges and opportunities for businesses to catch up with the market, especially cafés and restaurants as types of businesses that are critically affected (e.g. Lee & Ham, 2021; Sardar et al., 2022). New colors are urgently needed, considering policy renovations considering they have loyal customers or predicting the addition of new customers followed by an impressive number of transactions (Norris et al., 2021; Pan & Ha, 2021; Suh et al., 2022).

2.2. Social media engagement

Basically, customer engagement serves to strengthen the emotional connection between companies and customers to maintain business performance (Brodie et al., 2013). So et al. (2014) explained about customer engagement as a related component between companies and customers in marketing. Hollebeek et al. (2014) added that social media customer engagement is the integration between customers and companies that is inherent in terms of communication, experiences, and online communities on social media. To bind consumer loyalty, marketing planning is needed in customer engagement. From the definitions above, it is verified that customer engagement is placed on the company's priority scale. In fact, like the chronology of Covid-19, companies that empower social media are increasingly giving positive trends to customers. Although at first it was not always responded well, it gradually indicated interactions in building trust. The importance of social media marketing in the midst of uncertain chaos can help businesses to channel more flexible preferences. Social media is also a marketing control tool which is increasingly important after the pandemic (Mason et al., 2021). The advantage of a marketing strategy that prioritizes social media is to provide a deeper understanding of the products offered (Kemora & Pasaribu, 2023). As a demonstration of the TikTok platform containing certain products that ensuring the highest satisfaction, provide motivation and encourage application users continuously. For small businesses, especially agents, creating content on TikTok will stimulate business performance (Nair, 2022). Social media is a valuable channel for both consumers and brands. Through forums such as the internet, sellers can socialize with consumers despite social distance. According to Yusoff & Azmel (2022), social

Comment [i-18]: Then it is complicated to understand how is the bridge between performance and social media built? I do not think there is a direct connection in terms of sales. But perhaps the authors can bring in more references that prove it. But not from 2014, there is not the same social media dynamic, and it can not be compared from 10 years before vs now, and then add the variability of COVID. **Reply:** Literature on social media engagement is associated with publications that discuss the urgency of social media for business amid a pandemic. The new paragraph is created specifically to highlight that.

media is an integral part that can be accepted. With technological intelligence, sellers can introduce certain products, thereby increasing brand awareness.

Social media engagement is one of the company's movements to gain customer sympathy through content uploaded by the creative team on social media. In general, effective social media engagement can be seen from the likes, comments, and shares of its followers. In content that is live interaction, the level of enthusiasm is reflected by those who are connected or joined in the content.

Academic texts that discuss social media engagement on marketing performance are explored by Bilgin (2018), Cao et al. (2021), Lee & Park (2022), Muchardie et al. (2016), and Tajvidi & Karami (2021). From social media, there are positive sensations that are poured out by consumers in assessing a product, so this will determine the prestige of the company. Conversely, if communication is built in a bad habitat, it is connected explosively, which in the end thwarts marketing preferences. Based on the interconnected literature, the following hypothesis is formulated:

H₅: Social media engagement have a significant effect on marketing performance.

2.3. Cashless payment

In the last decade, Indonesian people have become accustomed to non-cash payment instruments (Roy et al., 2020). Since Bank Indonesia launched the "National Non-Cash Movement (GNNT)", the cashless payment method has become increasingly popular in Indonesia (Hamsal, 2016; Wasiaturrahma et al., 2019). Cashless payments make transactions safer, more practical, easier, and more efficient (Yang et al., 2021). The forms of cashless payments are e-wallets, m-banking and payments via cash deposit machines (Yakean, 2020).

E-wallet or digital wallet is a financial platform, which does not have an accessible physical form and does not focus on electronic devices such as smartphones. Payment using an e-wallet is considered a digital portrait that is quite expansive, because every transaction benefits from convenience, flexibility, and high protection. In Indonesia, reputable e-wallets include: GoPay, OVO, ShopeePay, LinkAja, Dana and GrabPay.

During the pandemic, several businesses in Europe, especially cafés and responders instructed cashless payments for every transaction and this was actively

responded by consumers (e.g. Kotkowski & Polasik, 2021; Wisniewski et al., 2021). The reason is, this method has boosted online marketing carried out by many sellers to benefit customers in terms of energy and time efficiency, while maintaining marketing performance.

The use of cashless payments for marketing has been tested in Malaysia (Lu & Kosim, 2022; Rahman et al., 2020; Rahman et al., 2022), Nigeria (Wali et al., 2014), and Indonesia (Istijanto & Handoko, 2020), Taiwan (Liu et al., 2022). The findings show that progressive cashless payments are able to improve marketing performance in selected business sectors, including the café and restaurant business. In essence, the following hypothesis is created as follows:

H₂: Cashless payments have a significant effect on marketing performance.

H₄: Cashless payments have a significant effect on marketing performance through social media engagement as an intervening variable.

2.4. Product delivery innovation

To detect marketing progress, one of the things that must be done by café and restaurant businesses during a pandemic is to combine product delivery with sales levels that distribute services to customers in the midst of Covid-19. Besides the minimal freedom, there is also concern over exposure to the virus, which at any time threatens to threaten the lives of buyers. Even though some customers do not pay attention to health protocols when enjoying café and restaurant dishes in open or closed spaces, this does not rule out the possibility of violating the authority and actually causing havoc. This dilemma must be considered by café and restaurant owners in developing delivery services. So far, in Indonesia, the innovations that have been made are joining OFD, for example: GoFood, Shopee, and Grab (Candra et al., 2021; Kartono & Tjahjadi, 2021; Kurniasari et al., 2022; Salma & Rachmawati, 2022).

According to See-Kwong et al. (2017), the completeness of OFD services can provide convenience for consumers and benefit business owners. OFD services also solve the problem of the buying process in restaurants and cafes, where consumers are faced with remote locations at the same time (Chai & Yat, 2019; Yeo et al., 2017;

Gupta & Paul, 2016). Apart from collaborating with OFD, other applications designed by cafes and restaurants also accommodating drive-in services or change dining chairs in an open space, and manage food delivery services themselves.

Chen et al. (2009), Davcik & Sharma (2017), Gómez-Prado et al. (2022), Montero et al. (2017), and Shin et al. (2022), studied that PDI has a positive influence on marketing performance. Dramatically, PDI's emphasis on OFD applications that have a competitive advantage can expand product segments, one example is marketing performance capabilities. Referring to references written by previous papers and current problems, the following hypothetical assumptions are made:

H₁: Product delivery innovation have a significant effect on marketing performance.

H₃: Product delivery innovation have a significant effect on marketing performance through social media engagement as an intervening variable.

3. Conceptual framework

Vigilance against Covid-19, which brings health ratings to the public, especially the background to changes in consumer behavior towards purchasing food and beverage products. At the contiguous time, autonomy limits social activities by the government, reforming business policies to create new formats that are more creative amid restrictions and controls that trigger the burden of loss.

Lockdown control has made culinary connoisseurs, who initially mostly visited cafés and restaurants, have stopped for an unspecified period. As a result, the business layer does not serve consumers in the café and restaurant environment. For this reason, it is necessary to check and diversify business patterns that meet lockdown standards without ignoring mass crowds in the near. As an illustration, dine-in service, placing open garden facilities, or drive-in. So, for direct service, selective control of equipment and product hygiene supervision is required. For consumers who join product delivery services, product ordering and delivery is supported by an online application. In fact, cafés and restaurants are also assisted by payment methods via m-banking and e-wallet.

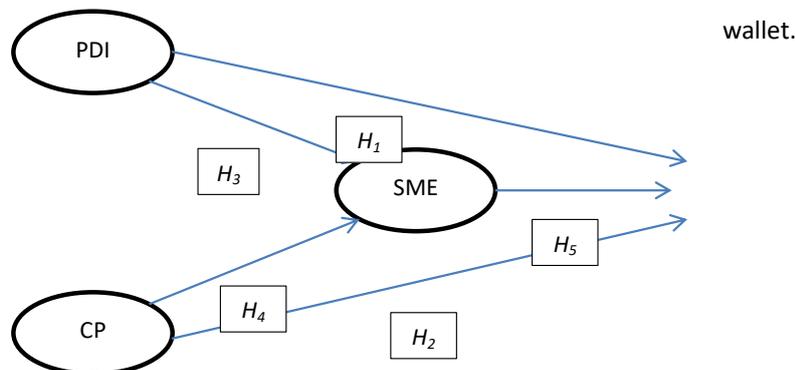


Figure 2. Hypothetical framework

Source: Own. Abbreviations: PDI (Product Delivery Innovation); CP (Cashless Payments); SME (Social Media Engagement); MP (Marketing Performance).

In addition, to education provided by the government, concern is also present from business people who learn about all the drastic changes that cover accurate decisions. Concern during the pandemic which slowed down the economy, also dragged people's mobility which is now dominantly done at home, instead integrating them into social media networks that encourage café and restaurant businesses to be active on social media through the launch of the latest products. In fact, among business people, they are also creating new scenarios in product offerings, which allow food and drink products to be only targeted on social media. Cafés and restaurants develop social media as the main communication standard that channels to potential customers.

The new version of product delivery and cashless payment procedures incorporated in an intense communication package on social media can stimulate the marketing performance of cafés and restaurants consistently. By still balancing turnover, wallet share, and customer status. The chronology above forms the basis for the conceptual framework of this research, which is detailed in Figure 2.

4. Methodology

4.1. Database and analysis

The characteristics of this study are quantitative, which concentrates on solving and proving the designed hypothesis formula. The mechanism in the data description

Comment [i-[9]: Figure 2 is very hard to understand, only the author knows the specific hypothesis, then reader need to go back and forth from the text to the image. I suggest to improve the image. **Reply:** revised.

Comment [i-[10]: The connection of the variables in Figure 2 is unclear. SME is a mediator or a moderator variable in the study? Please indicate in the figure with clear arrow. Include a note below of the source to indicate the abbreviation for Figure 2. **Reply:** revisions to the arrow structure. Also, all abbreviations on variables are described.

Comment [i-[11]: Conceptual Framework, it is advised to simplify it by explaining what is the independent, dependent, and mediator/moderator variable in the study. As for the explanation for hypotheses development, it is suggested to integrate it in the Literature Review section. **Reply:** hypothesis development integrated in "Literature Review". Then, the characteristics/types of variables are explained in "Research Methods": sub-chapter 4.2.

Comment [i-[12]: Too to? Too to education provided by the government, concern is also present from business people who learn about all the drastic changes and contain fast jumps". Unclear statement. Please explain it in a simple sentence. **Reply:** sentences that are not clear are deleted and rearranged.

Comment [i-[13]: Before going into the analysis, it is important to understand the structure of the study, and how the data is captured. **Reply:** revised.

Comment [i-[14]: Database and analysis. It is suggested to explain more about statistical tool that used to analyse the data such as SmartPLS 4.0, etc. **Reply:** The program for analyzing the data is described in sub-chapter 4.1.

uses a statistical tool, i.e. the Structural Equation Model–Partial Least Square (SEM–PLS) which functions to analyze a series of quantitative data collected from surveys. The program for analyzing databases is operated via SmartPLS version 4. In the study capacity, the variable model is modified into 3 items: exogenous, intervening, and endogenous variables. Each variable has a classification. Additionally, product delivery innovation and cashless payments function as exogenous variables that affect endogenous variables (marketing performance). Then, the next target is to estimate the two linkages through social media engagement, which acts as an intervening variable.

Theoretically, Bashir et al. (2013) and Shaw (2018) articulate endogenous variables as components that are affected by exogenous variables. Automatically, exogenous variables are arranged into factors that explain their relationship to endogenous variables. In the moderation path, intervening variables are made to evaluate the indirect relationship between exogenous variables and endogenous variables.

Systematically, the questionnaire were selected in the questionnaire materials which were distributed to the sample units. The sample mechanism in the data description uses a statistical tool, for at least 3 years, which means that restaurants and cafés have survived since the Covid-19 attack in early 2020. Respondents accessed the survey online. In principle, the simple random sampling method is focused on meeting the sample criteria and informants who are willing to fill out the questionnaire. The survey process was conducted from June 2022 to August 2022. The valid sample size is 146 restaurants and cafés.

4.2. Research Instruments

In detail, the variabel attribute is a questionnaire to measure respondents' perceptions of the variables studied. This questionnaire is divided into 3 corridors: the first part is a profile, the second part is a question about the use of social media as a café or restaurant marketing communication tool, and the third part describes questions to assess perceptions of research variables.

Comment [i-[15]: Why online consumers? Is sample size 146 ok?. **Reply:** The sample size is based on respondents who meet the requirements and assessment criteria. We focus on cafe and restaurant management (F&B business) who are affected by Covid-19, not consumers. Given the distance and remote location of the respondents, the interview process was conducted online.

Table 1. Scheme and variable limits

Variables/abbreviations	Type	Measurement	Literatures
Product Delivery Inovation (PDI)	Exogenous	Various product delivery innovations by cafes or restaurants to continue to exist serving buyers.	Martins & Ledimo (2015), Negruşa et al. (2017), Reguia (2014)
Cashless Payment (CP)	Exogenous	Manufacturing of non-cash payments owned by cafes or restaurants to facilitate purchase transactions.	Kumari & Khanna (2017), Tee & Ong (2016)
Social Media Engagement (SME)	Intervening	A social media network regularly managed by cafes and restaurants to keep in touch with consumers.	Di Gangi & Wasko (2016), Eslami et al. (2022), Trunfio & Rossi (2021)
Marketing Performance (MP)	Endogenous	Marketing performance at cafes and restaurants includes: turnover, consumers, customer satisfaction, repurchases, and average consumer purchases.	Brunswick (2014), Frösén et al. (2013), Mone et al. (2013), Wijayanti et al. (2022)

Comment [i-[16]: For marketing performance it is suggested to choose one of the dimensions for the study. This is to narrow down the scope as the current variable is too general. **Reply:** the scope in marketing management is selected based on the relevant literature. The logical reason is to expand on existing models. Each of the variables listed in Table 1 has outlined a conceptual definition. More details about the indicators of the variables can be seen in the "appendix".

In the first portion, the questions are in the form of an open question, then the second question is in the form of multiple choice, and the third is a perception question using a semantic differential scale of 1 (very irrelevant to what is being done) to 10 (very relevant to what is being done). In the SEM–PLS landscape, the proportion of variables uses indicators derived from theoretical experience and researchers' observations. Table 1 above represents operational variables.

5. Results

5.1. Respondent profile

To evaluate the characteristics used frequency distribution instrument. Here, the profiles of respondents are based on position, regional background, year of establishment, number of employees, turnover, and use of social media. Each is explained in Table 2 to Table 14.

Table 2. Position of respondents in business (n = 146)

Items	F	%
Owner's family	16	11
Barista	30	20.5

Comment [i-[17]: Table 2. Its not easy to understand what F in the table stand for? Usually in the table means the ANOVA result, but obviously it is not the case here. **Reply:** The "F" word stand for frequency and has nothing to do with ANOVA.

Items	F	%
Business development lead	1	0.7
Founder	1	0.7
General manager	2	1.4
Employee	31	21.2
Cashier	1	0.7
Head of restaurant	1	0.7
Kitchen	6	4.1
Manager	20	13.7
Marketing	1	0.7
Owner	31	21.2
Purchasing	1	0.7
Secretary	1	0.7
Sosial media specialist	1	0.7
Supervisor	2	1.4

Of the 146 respondents, it was generally dominated by owners (21.2%), while employees who did not mention specific positions were 21.2%, and café baristas (20.5%). Interestingly, among them, many held positions as business development leads, cashier founders, restaurant heads, purchasing, secretaries, and social media specialists reaching 0.7% (see Table 2).

Table 3. Origin of business units

Provinces	F	%
Bali	1	0.7
Bangka Belitung	1	0.7
Banten	13	8.9
DI Yogyakarta	13	8.9
DKI Jakarta	24	16.4
West Java	20	13.7
Central Java	34	23.3
East Java	6	4.1
West Kalimantan	18	12.3
East Kalimantan	10	6.8
NTB	1	0.7
Riau	2	1.4
South Sulawesi	1	0.7
Central Sulawesi	1	0.7

Provinces	F	%
South Sumatra	1	0.7
Maluku	2	1.4

In Table 3, café and restaurant businesses are spread across Indonesia, mostly operating in Central Java (23.3%). The second highest is 16.4% coming from the center of the Indonesian capital, namely DKI Jakarta and the third is in West Java (13.7%). Broadly speaking, this business incubator is still concentrated in Java. However, referring to Till's situation, the number of cafés and restaurants does attract investors, especially the millennial generation who are growing in this business.

Table 4. Business experience

Duration	F	%
3 years	35	24
4 years	27	18.5
5 years	27	18.5
6 years	11	7.5
7 years	15	10.2
8 years	9	6.2

Table 4 illustrates business consistency with reference to the duration of the condition. The cafés and restaurants that are the object of this study are aged between 3–8 years, where the average age of the youngest and the most is 3 years (24%). The rest are businesses within the span of 4–5 years (18.5%), and 10.2% have experience managing a business of around 7 years.

Table 5. Cafe and restaurant employees

Employee	F	%
< 5	88	60
6–10	47	32
11–15	6	5
16–24	5	3

Interestingly, the average number of employees employed in the café and restaurant business is no more than 5 employees (60%). This indicates that the business experience is still young and still in the process of growing. Only 32% of them have 6–10 employees. Interestingly, 5% of businesses are assisted by 11–15 employees and 3% of business operations are managed by 16–24 employees (see Table 5).

5.2. Turnover structure

Table 6 clarifies that the turnover before Covid-19, specifically in the 2019 period, concluded that café and restaurant turnover was in normal conditions. From the results of the interviews, 34.2% of cafés and restaurants had turnover in the range of IDR 10–25 million, 22.6% had turnover below IDR 10 million, 21.9% had turnover of IDR 26–50 million, and 11.6% of these businesses turnover of IDR 51–100 million. On the one hand, 6.2% of cafés and restaurants have a turnover of between IDR 101–300 million and 3.4% above IDR 300 million.

Table 6. Turnover before the pandemic v.s post-pandemic

Turnover	Pre-pandemic era		Post-pandemic	
	F	%	F	%
< 10 million	33	22.6	55	37.7
10–25 million	50	34.2	46	31.5
26–50 million	32	21.9	24	16.5
51–100 million	17	11.6	13	8.9
101–300 million	9	6.2	5	3.4
>300 million	5	3.4	3	2.1

Comment [i-[18]: All small tables should be condensed into one table, and keep only the variables that are relevant for the study. **Reply:** Tables that have the same articulation or explanation are combined into 1.

Surprisingly, Table 6 finds that there has been a significant shift after Covid-19, which has had an impact on business pressure. Since early 2020 until now, 37.7% of respondents admit that their business turnover is no more than IDR 10 million. Turnover in the range of IDR 10–25 million reaches 31.5%, and IDR 25–50 million is 16.5%. Conversely, there are 8.9% who think that their turnover is still under control with a nominal value of IDR 51–100 million.

The presence of Covid-19 in Indonesia has weakened the business sector, including cafés and restaurants. Yet, unexpectedly, 42.5% of respondents stated that their turnover had decreased and most of them, or 54.8%, had stable turnover and only 2.7% whose turnover progressed.

Table 7. Turnover analysis

Turnover	F	%
Up	4	2.7
No changes	80	54.8
Down	62	42.5

The presence of Covid-19 in Indonesia has weakened the business sector, including cafés and restaurants. But, unexpectedly, Table 7 shows 42.5% of respondents who stated that their turnover had decreased and most of them, or 54.8%, had stable turnover and only 2.7% whose turnover progressed.

All respondents have introduced their products to bring a wider variety of products closer to consumers via social media popularity. The group that actively uses Instagram (38.4%) is more dominant than other types of social media such as Facebook (17.6%), WhatsApp (17.3%), TikTok (15.7%), Twitter (6.2%), YouTube (4.1%), and LinkedIn (0.8%).

Table 8. Use of social media and the most influential

Social media	User units		Influential media	
	F	%	F	%
Facebook	65	17.6	10	6.8
Instagram	142	38.4	113	77.4
WhatsApp	64	17.3	5	3.4
Twitter	23	6.2	1	0.7
Youtube	15	4.1	17	11.6
TikTok	58	15.7	0	0
LinkedIn	3	0.8	0	0

From Table 8, it is evident that the social media that receives the most response from consumers is Instagram (77.4%). Concretely, Instagram is seen by consumers as the most easily understood and simple medium for displaying new products offered.

Even though since the emergence of media such as TikTok "booming" until now, only 11.6% of respondents admitted that consumers prefer to channel communication about products. Others, such as Facebook (6.8%), WhatsApp (3.4%), and YouTube (0.7%), also serve to increase consumer knowledge to extract and exchange product information. In essence, Instagram as a medium has the most implications for the marketing performance of cafés and restaurants.

Uniquely, since the respondents installed social media, it has triggered an impressive increase in followers. Based on the seven social media described above, the more often café and restaurant owners are active and interact with consumers, the more followers they add. In Table 9, it is shown that 42.5% of respondents said that their follower volume was: 1,001–10,000. Then, 31.5% of respondents stated that their followers were: <1,000, 15.8% who had followers: 10,001–100,000, 8.2% of respondents with followers: 100,001–1,000,000, and 2.1% of respondents whose followers: > 1,000,000.

Table 9. Follower intensity

Followers	F	%
<1,000	46	31.5
1,001–10,000	62	42.5
10,001–100,000	23	15.8
100,001–1,000,000	12	8.2
> 1,000,000	3	2.1

The number of posts uploaded is an indicator of how active the respondent is in communicating with the audience. From the survey, it is known that 45.9% until now have uploaded less than 100 content and 8.2% are very active on social media by uploading more than 1,000 content. Then, Table 10 represents that there was a positive transition when 32.9% of respondents instructed the marketing division to continue being active on social media and this can be seen from 101 to 500 posts and 11.6% who were even more active through 501–1,000 posts.

Table 10. Average of posts, “likes” and commenting accounts

Social media	Posting		Likes		Comments	
	F	%	F	%	F	
<100	67	45.9	76	52.1	126	86.3
101–500	48	32.9	56	38.4	17	11.6
501–1,000	17	11.6	11	7.5	2	1.4
> 1,000	12	8.2	3	2.1	1	0.7

Many followers do not guarantee that the uploaded content will get many likes, because most of the respondents, 52.1% answered that the content they uploaded was liked less than 100. And only 2.1% stated that the content was liked on average more than 1,000. Then, there were 101–500 (38.4%) and 501–1,000 (7.5%) likes for the content presented by respondents.

Content uploaded by 86.3% of respondents has been commented on by less than 100 people and only 0.7% has been commented on by more than 1,000 people. In fact, from the uploaded content, as much as 11.6% responded to 101–500 social media. 1.4% of accounts commented on 501–1,000 posts (see Table 10).

Table 11 reflects the cross-tab analysis, which concludes that the number of followers does not guarantee an increase in turnover. This is because cafés and restaurants with many followers above 100,000 actually experienced a 2% decline and stagnant marketing performance. In contrast to followers who are under 1,000, turnover is actually at a "steady" level (35%). Café and restaurant businesses that have followers in the range of 1,001–10,000 have seen an increase in turnover even though Covid-19 hit Indonesia. Logically, there is no unidirectional relationship between follower volume and turnover, where this is represented by followers in 3 scopes: 10,001–100,000, 100,001–1,000,000, or > 1,000,000 whose consequence is contrast to turnover.

Table 11. Crosstab between fluctuations in turnover and the number of followers

	Followers	Total

			<1,000	1,001–10,000	10,001–100,000	100,001–1,000,000	> 1,000,000	
Turn-over	Up	N	1	3	0	0	0	4
		%	25%	75%	0%	0%	0%	100%
	No changes	N	28	32	11	7	2	80
		%	35%	40%	14%	9%	2%	100%
	Down	N	17	27	12	5	1	62
		%	27%	44%	19%	8%	2%	100%
Total		N	46	62	23	12	3	146
		%	32%	43%	16%	8%	2%	100%

Tabel 12. Crosstab between turnover fluctuations and the most popular social media

		Social media					Total	
		Facebook	Instagram	WhatsApp	Youtube	TikTok		
Turn-over	Up	N	0	3	0	0	1	4
		%	0%	75%	0%	0%	25%	100%
	No changes	N	5	65	3	0	7	80
		%	6.3%	81.3%	3.8%	0%	8.8%	100%
	Down	N	5	45	2	1	9	62
		%	8.1%	72.6%	3.2%	1.6%	14.5%	100%
Total		N	10	113	5	1	17	146
		%	6.8%	77.4%	3.4%	0.7%	11.6%	100%

Surprisingly, based on Table 12 above, it was concluded that most of the respondents whose turnover increased (75%), remained (81.3%), or decreased (72.6%) simultaneously admitted that Instagram social media had the most influence on running a business. On the one hand, business people who use Facebook, WhatsApp, and YouTube think that it has no impact on turnover.

5.3. Findings

Within the scope of Confirmatory Composite Analysis (CCA), measurement and structural judgments are evaluated by convergent validity, discriminant validity and construct reliability (Hair Jr et al., 2020). The standard for testing convergent validity uses the score assigned to cross loading, while discriminant validity is processed via AVE. Furthermore, the criteria for assessing construct reliability are elaborated by CA

Comment [i-[19]: Please also provide results CFA, validity and reliability analysis. **Reply:** addition of 1 table describing *Confirmatory Composite Analysis (CCA)*.

Comment [i-[20]: Findings, it is suggested to explain about the "Assessment of the Measurement Model" and "Assessment of the Structural Model". **Reply:** revised (see *Table 13*).

and CR. Table 13 verifies the output of CCA. For the first stage, the feasibility of the model based on convergent validity proves that the majority of the indicators on the variable have a loading factor value greater than 70% (> 0.7), thus indicating validity to measure the variable. On the other hand, two items: PDI.4 and SME.4 were detected as invalid, where both scores were 0.473 and 0.498 (< 0.7). The quality of the feasibility of the model on discriminant validity is determined by AVE. The AVE score in this model shows that all variable components are clarified as valid, where the AVE values of PDI (0.632), CP (0.816), SME (0.783), and MP (0.685) are above 50% (> 0.5).

Normally, construct reliability as reflected by CA and CR has a measurement standard. For CA, the criteria are that all variables must be above 70% (> 0.7) and CR is more than 60% (> 0.6). CA scores for each variable were obtained: PDI (0.708), CP (0.887), SME (0.861), and MP (0.885). Thus, it is articulated that the proposed model is reliable. As a comparison, all the above variables also form an accurate model. Construct reliability based on CR found that PDI (0.837), CP (0.930), SME (0.915), and MP (0.916).

Table 13. Summary of confirmatory composite analysis

Variable and indicators	Cross loading	AVE	CA	CR
<i>Product Delivery Innovation</i>		0.632	0.708	0.837
PDI.1	0.730			
PDI.2	0.859			
PDI.3	0.713			
PDI.4	0.473			
<i>Cashless Payments</i>		0.816	0.887	0.930
CP.1	0.881			
CP.2	0.918			
CP.3	0.910			
<i>Social Media Engagement</i>		0.783	0.861	0.915
SME.1	0.897			
SME.2	0.854			
SME.3	0.861			
SME.4	0.498			
<i>Marketing Performance</i>		0.685	0.885	0.916
MP.1	0.850			
MP.2	0.877			

MP.3	0.787			
MP.4	0.792			
MP.5	0.830			

Source: Own. Notes: PDI (Product Delivery Innovation); CP (Cashless Payments); SME (Social Media Engagement); MP (Marketing Performance); AVE (Average Variance Extracted); CA (Cronbach's Alpha); CR (Composite Reliability).

Figure 3 describes the partial SEM output and mediates the link between product delivery innovation (PDI) and cashless payment (CP) on social media engagement (SME) and marketing performance (MP).

Comment [i-[21]]: Authors need to clarify better how they build the SEM with the data, it's not clear. And then Fig 3 is misleading. It seems that the authors build the hypothesis at the end of the analysis. How is it that the caption of the Figure 3 SEM and proving the hypothesis? **Reply:** Figure 3 is the result of analysis using SEM. Also, Figure 3 answers the hypothesis built from Figure 2. Therefore, we revise the "arrow direction" in the relationship between variables to prove whether the proposed model is relevant to the study objectives. Following the reviewers' suggestions, we have replaced Figure 3 based on the clear construction.

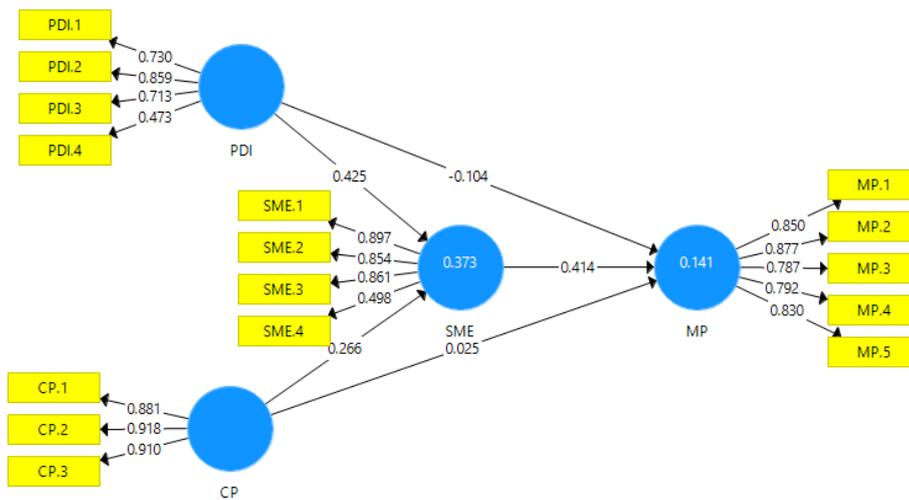


Figure 3. Output of SEM and proving the hypothesis

Source: Own.

The causality between PDI and MP yields a t-test score = 0.516 and probability = 0.606. The results of this test show that the t-test < 1.96 and $p > 0.05$. It was concluded that there was no significant effect of PDI on MP, so hypothesis 1 was rejected. This is consistent with the effect of CP on MP, where the t-test score = 0.367 and probability = 0.714. Thus, Table 14 finds that t-test < 1.96 with $p > 0.05$. There is no significant effect of CP on MP, which can be concluded if hypothesis 2 is rejected.

Comment [i-[22]]: T student is called t-test, not T-statistics. **Reply:** revised.

Table 14. Direct relationship between variables

Effect	Coefficient	t-test	ρ	R^2	Q^2
--------	-------------	--------	--------	-------	-------

PDI -> MP	-0.072	0.516	0.606	0.120	0.069
CP -> MP	0.034	0.367	0.714		
SME -> MP	0.365	3.545	0.000		

Source: Own.

What is interesting is the significant trend between SME and MPs. The t-test score = 3.545 and probability = 0.000. From the results of these statistics, the t-test score > 1.96 and $\rho < 0.05$. That is, there is a significant effect of SME on MP. The third hypothesis is accepted. The resulting coefficient score is positive (0.365). Thus, the better the SME, the more likely it is to increase MP in the long term. Narratively, with a coefficient of determination (R^2) score of 0.120 it is confirmed that the first structure in a direct relationship is concluded to tend to be weak. The diversity in MP can only be explained by PDI, CP, and SME reaching 0.120 and 0.880 which is a contribution from other variables not reviewed in this model. The predictive relevance value (Q^2) is used to measure and estimate the parameters. The classification, if Q^2 is above zero (> 0) indicates that the feasibility of observation. Conversely, if Q^2 is below zero (<0) then it produces predictive relevance. The Q^2 score was found to reach 0.069, which is articulated that the direct link between PDI, CP, and SME to MP has a competent model.

Table 15. Indirect relationship between variables

Effect	Coefficient	t-test	ρ	R^2	Q^2
PDI -> SME -> MP	0.144	2.458	0.014	0.363	0.270
CP -> SME -> MP	0.104	2.264	0.024		

Source: Own.

Referring to Table 15, the relationship between PDI and CP to MP mediated by SME produces t-test scores = 2.458 and 2.264, then probabilities = 0.014 and 0.024. If the T-statistic > 1.96 and $\rho < 0.05$, then there is a significant influence between PDI and CP on MP through the role of SME. Hypotheses 4 and 5 are also accepted. The contribution coefficient of PDI = 0.144 and CP = 0.104 indicates that the more SME increases in each PDI and CP, the MP increases in a positive long period. Overall, the second model looks better than the first model. This is reflected by R^2 and Q^2 , where

the scores on the coefficient of determination (0.363) and predictive relevance (0.270). Understanding the achievement of these two parameters confirms that the blindfolding procedure has good observations. Also, the coefficient of determination of 0.363 indicates that the model contained in the indirect relationship between PDI and CP to MP through SME is moderate. Although 0.637 is a factor that is not included in the model, SME plays a very important role in the indirect relationship.

6. Discussions

Hypothesis 1 which reads that "product delivery innovation has an effect on marketing performance", but that is not proven. Since the arrival of the pandemic, many regulations have been issued by the government aimed at suppressing the spread of the virus. In fact, these rules essentially limit people's social contact, including implementation through monitoring the operating hours of cafés and restaurants, reducing visiting hours for each consumer, and limiting visitor capacity. To its peak, cafés and restaurants were literally not allowed to accept visitors at all. This polemic actually dampens the sustainability of the café and restaurant business. Many of the cafés and restaurants were forced to close their business, because they continued to suffer losses.

This regulatory tendency which has lasted for about 2 years has also forced cafés and restaurants to transform towards various innovations to survival, one of which is changing innovation through product delivery. The popularized innovation is "eating on the spot" according to health procedures during a pandemic. As a priority are drive-in services, open gardens, channeling service equipment innovations so that the quality of food products remains hygienic to consumers. The new foundation has also joined forces with product delivery services including: GoFood, GrabFood, ShopeeFood, and other trusted online applications, forming a special delivery fleet for consumers who are not willing to order through delivery services.

Studying the innovations in online food delivery carried out by the Bello Puerto restaurant in Mexico that changing the business model to a service approach when Covid-19 is certainly not easy (Gavilan et al., 2021). However, restaurant management

Comment [i-[23]: All the discussion section is continuation of the discussion, it is not a real discussion. I suggest the authors to rewrite all the section. **Reply:** revised.

Comment [i-[24]: Discussion, the justification given to support the findings of the study is good. However, it is suggested to use literature review to support the justification given by the authors. **Reply:** add supporting paragraphs for each analysis finding. Justification contains relevant arguments and interprets whether the proposed hypotheses are compatible or contradictory based on previous publications. Specifically, the literature review also highlighted each case from other studies.

Comment [i-[25]: There should be a separate discussion for each hypotheses. More discussion required on sample. **Reply:** discussions for each hypothesis were developed through empirical reviews conducted by other researchers. In the sample context, the phenomena or reality in the findings have been described. For that, the authors strengthen the comparative study.

follows the will of the customer in every order. As a consequence, through conditional processes, consumers can improve experience and understand themselves. Trke et al. (2022) explains that the majority of restaurants in Romania focus on sustainability innovation. The blocking of activities when the Covid-19 pandemic changed a new situation that prompted restaurant management to use an order platform for food delivery. The implications of this experiment incorporate new materials into the way restaurants deliver innovation to consumers. In other places such as KFC in Indonesia, dedicated innovative products through digital advertising as a key in increasing the commercial aspect (Dewi, 2021).

Unfortunately, this innovation has proven to have little impact on marketing performance, because consumers are not fully informed about it. In another perspective, such as social media, cafs and restaurants have not optimized their business communication programs. Furthermore, respondents still rely on mainstream media or do not even use media at all, relying on existing customers. At this point, when there is a pandemic and mobility restrictions are imposed, they find it difficult to introduce new innovations.

The common thread, socialization through social media, is an effective thing in dedicating sustainable marketing. In principle, social media plays a crucial role in supporting the smooth running of business. This is proven in the fourth hypothesis which concludes that product delivery innovation mediated by social media engagement has a significant effect on marketing performance.

Product delivery innovation developed by cafs and restaurants can improve the marketing performance of cafs and restaurants through social media engagement. In reality, innovation from cafs and restaurants is balanced by orientation to customers or potential customers on social media. Why is it necessary? There are several objectives that concentrate on these attributes:

1. Getting attention from customers to encourage them to place orders;
2. Get existing customer loyalty;
3. Create communication about consumer preferences;
4. Distributing consumer profile information;

5. Make and explain promos that are relevant to customer desires.

Social media trends to be close to customers include: consistently uploading content that highlights the business, devising content that is suitable for customers, monitoring how followers respond to uploaded content (number of likes, comments, and shares), conducting live broadcasts on social media so that they can interact directly with their followers, and distribute some vouchers for them.

Innovations developed by cafés and restaurants in product delivery must be mapped and communicated to the audience to get a positive response. After all, the trick is using social media engagement as an efficient way to ensure customers can enjoy products according to health procedures. In fact, contrary to product delivery innovation, cashless payments will not function optimally on marketing performance if it is not supported by social media engagement.

For the long term, Givelyn et al. (2022) estimate that there is a shift in transaction anomalies triggered by non-cash payment instruments such as e-money. Even though Covid-19 has had an impact on Indonesia, the effect of cashless payments has grown the economy. Implicitly, the outbreak of the pandemic has further increased the gap between cash and non-cash payment users (Radoslaw & Polasik, 2021). In Europe, the problem of financial inclusion is contradicted by the increasing number of non-cash payments. In contrast to other studies, where the shift from cash payment techniques to non-cash payments after Covid-19 prompted new habits to prevent a higher risk of infection (Wisniewski et al., 2021). Most importantly, this outbreak is changing old habits to reduce the desire to make cash transactions. According to Ganzha (2022), there has been a marked transition away from the European Central Bank popularizing online payment plans.

Regarding the trade industry, including F&B, the development of cashless transactions can determine consumer behavior. Separately, Kulisz et al. (2021) highlights the attitude of Poles in being less willing to pay with cash during Covid-19. Generally, consumers who use cashless payment features when shopping at retail services and stores are more careful in making decisions. Raj et al. (2023) explored the extension of the use of enhanced integrated technologies to boost behavioral

intention of cashless transactions in the Chennai zone (India). The logical reasoning is that buyers can increase liquidity transparency, document every transaction, and avoid contact with cash.

The mission of product delivery innovation is so that consumers can safely transact and enjoy menus in cafés and restaurants or from home, so it needs to be equipped with easy non-cash payment facilities. Yet, this facility is not able to improve the marketing performance of cafés and restaurants, if it does not involve intense information. Therefore, social media as a communication channel is an option for cafés and restaurants to communicate various products, promos and facilities provided for the convenience of consumers.

Many cafés and restaurants choose to partner with e-wallet providers: OVO, ShopeePay, GoPay, Dana, and others. Too to this option making it easier for customers, it also attracts consumers to make purchases because e-wallets provide attractive discounts for consumers. As an illustration, payments via ShopeePay are given a discount of up to 50% and a 60% discount from GoPay for purchasing certain menus. This mechanism is very attractive to consumers. But, no matter how attractive the e-wallet provider's facilities are, if cafés or restaurants don't communicate to consumers, it can have an adverse effect on marketing performance.

This digital era requires businesses to increasingly visualize their sophistication. By maximizing social media as a channel to establish closeness with consumers, this is in line with the 5th hypothesis which indicates that social media engagement has a positive effect on marketing performance.

In Macao, two government schemes proposed by the government through social media are seen as a practical way to wipe out the virus outbreak (Pang et al., 2022). Organized participation between government and individuals and government and business people in social media content, becomes a valuable mobility. Also, two-way communication and interaction are specialized into health emergency prevention institutions. Indonesian MSMEs that feature superior products on Instagram also suppress the spread of the pandemic. Customers feel involved to be an interactive part of business continuity. Then, optimizing the use of the platform also attracts new

markets and retains old customers (Parahiyanti & Prasasti, 2021). The maritime industry in Malaysia, Germany, USA, UAE and Singapore, which involves social media in a holistic manner, has received appreciation from business partners. Hierarchically, entertaining content increases correlational motivation during a pandemic (Koh et al., 2023). In China, the culture of public engagement via social media since Covid-19 has grown exponentially. Social media functions as a strategy for cultivating multidimensional relationships or maintaining individual emotions without ignoring local wisdom. Huang et al. (2021) project that the number of top user comments is increasingly forming a responsive pattern. Khatri et al. (2021) emphasized that the focus of social media is bridging prosperity. The pandemic changed the work scenario in the world, especially affecting psychologically. In difficult times, social media engagement fills the emotional void in employees across cultures. Referring to empirical reports, 100% of the cafés and restaurants that were studied used social media as a communication channel to establish closeness with consumers. Generally, 97% of café and restaurant businesses have activated Instagram and 78% of them stated that this instrument is very dominant in maintaining marketing performance, where the average follower is 1,000 to 100,000. This is a "captive market" with great potential for product expansion.

The communication system on Instagram allows businesses to upload images and videos that create engaging and connected content to segments in an inclusive manner. With the power of social media, sparking consumer interest in the products offered. This is the reason why social media engagement has a significant influence on marketing performance. This section describes the effects of a pandemic phase and post-pandemic recovery related to the dynamics of marketing performance as interpreted by several scientific magazines. Zahara et al. (2023) illustrates that the ability of SMEs in Palu (Indonesia) to operate digital marketing achieves real-time marketing performance added value. Contradictively, Giantari et al. (2022) found that digital perception stops competition in marketing performance. For the contemporary term, advertising of leading products marketed via digital generates profit opportunities for companies (Omer, 2021). Currently, Alyahya (2021) has highlighted

Comment [i-[26]: Compare your findings with the previous studies. Are your findings supporting or contradicting previous findings? What could be the plausible explanation?. **Reply:** fixed, clear.

Comment [i-[27]: Some past researchers have been studied the issues. Comparing the previous studies, what is major implication for academia and enterprisers? Author should be discussed in discussion and implications section. **Reply:** theoretical implications are presented in the discussion section. Then, the implications for academic continuity are explained constructively in the conclusion (*third paragraph*).

that marketing in the business sector that relies on digital advertising is the best channel for many companies. In comparison, some Indonesian SMEs that empower big data in digital creations are getting closer to marketing access (Wibowo et al., 2021). Gao et al. (2023) are optimistic that the resilience of Bangladeshi SMEs is determined by the actors who operate digital marketing and e-commerce. From selected multinational companies in the USA, digital marketing tactics were tested by Adewale & Popoola (2022). In turn, companies that are disciplined and follow market trends, succeed in maintaining marketing performance. Marketing growth always goes hand-in-hand with the compensation budgeted to finance advertising.

7. **Conclusion, limitation, and suggestion**

The primary aim of this paper is to dedicate the essence of product delivery innovation and cashless payments to social media engagement and marketing performance. The subject of study focuses on during the pandemic and after the pandemic, while the object is the café and restaurant business. Statistical results found that product delivery innovation and cashless payments had no significant effect on marketing performance. Then, social media engagement has a significant effect on marketing performance. Then, product delivery innovation and cashless payments supported by social media engagement have a significant effect on marketing performance.

Even though the risk of the Covid-19 pandemic has decreased, this is still massive and cannot be separated from affecting the marketing performance of cafés and restaurants. Social media has become a necessity for every individual, especially consumers. Thus, business owners assume to create interesting content to get many followers. With a large volume of followers, it becomes an asset that can support business continuity and always maintain marketing performance from time to time.

Academic limitations refer to the distribution of questionnaires which are still concentrated in a few regional clusters. Given that the respondents were addressed online, the researchers could not control and only focused on café and restaurant enterprisers to participate. For this reason, future research directions are committed

Comment [i-[28]: Conclusion, limitation, and suggestion, it is suggested not to use personal pronoun such as I, you, we, our. Please change to non-personal pronoun for this statement "In order ... empirical studies, you can consider ... consumers". Please do the amendment for the remaining content if personal pronoun were used in the manuscript. **Reply:** the word personal contained in the text has been changed.

to developing data patterns that make it more possible for café and restaurant businesses to engage offline. In order for similar studies to have optimal empirical studies, the management can consider collaborating with consumers.

The authors also recommend from a managerial perspective to improve marketing channels to be more creative. This requires not only innovation in digital terms, but more competent product development. Besides, given the intense market competition and competition for consumers in each region, it also pays attention to the quality of skilled services.

8. Acknowledgments

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Comment [i-[29]: It is suggested to include the items for questionnaires as the appendix in the manuscript. **Reply:** questionnaire form included in "Appendix".

APPENDIX

Questionnaires items:

Table A-1. Profile of informant

No.	Label	Informations*
1.	Position	() Owner's family; () Barista; () Business development lead Founder; () General manager; () Employee; () Cashier; () Head of restaurant; () Kitchen; () Manager; () Marketing; () Owner; () Purchasing; () Secretary; () Sosial media specialist; () Supervisor
2.	Region	() Bali; () Bangka Belitung; () Banten; () DI Yogyakarta; () DKI Jakarta; () West Java; () Central Java; () East Java; () West Kalimantan ; () East Kalimantan; () NTB; () Riau; () South Sulawesi ; () Central Sulawesi; () South Sumatra; () Maluku
3.	Experience	() 3 years; () 4 years; () 5 years; () 6 years; () 7 years; () 8 years
4.	Employees	() < 5; () 6–10; () 11–15; () 16–24
5.	Turnover (pre-pandemic)	() < 10 million; () 10–25 million; () 26–50 million; () 51–100 million; () 101–300 million; () >300 million
6.	Turnover (post-pandemic)	() < 10 million; () 10–25 million; () 26–50 million; () 51–100 million; () 101–300 million; () >300 million
7.	Turnover analysis	() Up; () No changes; () Down
8.	Social media use	() Facebook; () Instagram; () WhatsApp; () Twitter; () Youtube; () TikTok; () LinkedIn
9.	Popular platforms	() Facebook; () Instagram; () WhatsApp; () Twitter; () Youtube; () TikTok; () LinkedIn
10.	Followers	() <1,000; () 1,001–10,000; () 10,001–100,000; () 100,001–1,000,000; () > 1,000,000
11.	Post	() <100; () 101–500; () 501–1,000; () > 1,000
12.	Likes	() <100; () 101–500; () 501–1,000; () > 1,000

13.	Commeting	() <100; () 101–500; () 501–1,000; () > 1,000
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Notes:*Select one.

Table A-2. Dimensions on SME

Code	Indicators
SME.1	We consistently upload content on restaurant/cafe social media accounts.
SME.2	We strive to creating content that fits the type of customer.
SME.3	We always monitoring how followers respond to uploaded content.
SME.4	We regularly broadcast live on social media to be able to interact directly with followers and distribute vouchers.

Table A-3. Dimensions on PDI

Code	Indicators
PDI.1	We try to implement innovation in services according to health procedures.
PDI.2	We implement protocols that support product quality while remaining hygienic.
PDI.3	We partner with product delivery services to earn consumer trust.
PDI.4	We also set up our own delivery fleet for consumers who don't want to order products through other delivery services, so that it's saving costs.

Table A-4. Dimensions on MP

Code	Indicators
MP.1	Business turnover remains consistent, not affected by the pandemic.
MP.2	Customers are increasing from time to time even during a Covid-19.
MP.3	We have loyal customers.
MP.4	Despite the pandemic, the number of visits to cafes/ restaurants has not decreased.
MP.5	In the Covid-19 era, the average purchase per consumer has not changed significantly.

Table A-5. Dimensions on CP

Code	Indicators
CP.1	By collaborating with payment systems such as e-wallets, it will further increase transactions.
CP.2	The availability of electronic payment machines in cafes/ restaurants facilitates transactions for consumers.
CP.3	By working with payment methods (eg OVO, shopeepay,

	gopay, etc.) it makes transactions easier and more flexible.
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Social media, saving the food & beverages business in the Covid-19 era?

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Abstract

Covid-19 has caused an economic recession, including uncertainty over the food and beverage sector. One of the layers of business that is vulnerable to pandemic attacks is cafés and restaurants. In early 2020–2022, many café and restaurant businesses have been closed as a series of polemics that have resulted in operational cost losses. At the same time, the government issued regulations related to tightening regional quarantines. Automatically, these rules stimulate a ~~transition toward~~ in reforming innovation. Based on shifts in consumer behavior since the pandemic, this paper is dedicated to investigating the effects of product delivery innovation (PDI), cashless payments (CP), and social media engagement (SME) on marketing performance (MP). The object of this study is oriented towards 146 cafés and restaurants spread across many major cities in Indonesia. The online survey is centered on ~~the~~ café and restaurant management. Systematics and data interpretation via SEM-PLS. ~~Unfortunately,~~ ~~I~~the empirical output proves that product delivery innovation and cashless payments have no impact on marketing performance. Uniquely, social media engagement actually has an impact on marketing performance. Besides that, product delivery innovation and cashless payments through ~~the role of~~ social media engagement have an impact on marketing performance. The emergence of Covid-19 in Indonesia ~~presents~~ ~~shows~~ that social media trends can develop a harmonious relationship between producers and customers. Going forward, the findings of this study have the obsession ~~to of promote~~ ~~promoting~~ a more complex literary lens.

Keyword: *cashless payment, social media engagement, food and beverages, marketing performance, product delivery innovation.*

10. Introduction

The Covid-19 pandemic, which began in early 2020, has disrupted systems in almost all parts of the world, including Indonesia. There are several alternative options to prevent the spread of the infection, ~~and that is~~ including social restrictions within the scope of schools, offices, campuses, companies, ~~and~~ public zones (Fitriadi et al., 2022). To protect the health of the population, the Indonesian government has implemented a mobility lockdown at the local, ~~regional,~~ ~~border,~~ ~~national level~~s since March 2020.

Comment [i-[30]: *Editorial comment*
Advice on language editing for your manuscript or assistance with arranging translation.

Reply: Dear *chief editor*,
First of all, we thank you and colleagues for offering proofreading improvements. To follow up on this, the authors used an internal translation service facilitated by the Campus. Therefore, the quality of language in manuscripts must be improved. All paragraphs with unclear paraphrases have been corrected.

Comment [i-[31]: *Reviewer 8*
Although this article is interesting, some major important issues must be addressed:
The introduction needs support, the research gap is unclear and there are paragraphs written without mentioning any citation.

Reply: We appreciate your valuable comments. To respond to the weakness of the literature gap, the authors added several scientific papers that highlight the key variables discussed. You can see this change in **Chapter 1: Introduction → Last paragraph** (p. 4).

Most activities are carried out online, and this is articulated by stopping the flow of transportation between regions and between countries. At its peak, it also drastically worsens the turnover of the business mix. Figure 1 below describes the collapse of several business foundations that have so far been very dependent on turnover.

In July 2020, the average growth in ~~6-six~~ business fields whose turnover was hit by the pandemic reached 88.71%. In detail, the macroeconomic slowdown reduced turnover by 92.47% in the food and beverage accommodation cluster (rank 1). This discrepancy was also seen in other service clusters, where turnover decreased quite markedly to 90.9% (rank 2). Then, in rank 3, transportation and warehousing: 90.34%~~;~~ rank 4: 87.94% construction~~;~~ rank 5: 85.98% processing industry~~;~~ and rank 6: 84.6% trade.

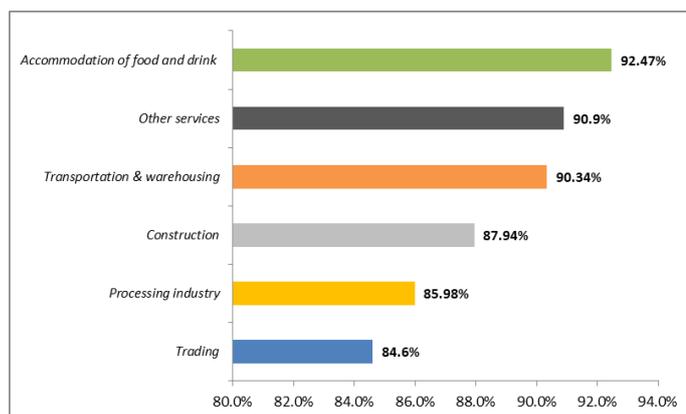


Figure 1. Percentage of decrease in turnover based on business structure

Source: Katadata (2020)

The consequences of the economic disruption have caused café and restaurant businesses to seek alternative solutions to continue to exist. There are ~~2-two~~ ideal strategies that are possible. One of them is optimizing social media, so that business owner ~~and~~ manager, including SMEs~~,~~ can get closer to customers through the introduction of a product and facilities. Another anticipation is channeling service innovation in the form of "product delivery"~~,~~ which is claimed to guarantee security for cafe-restaurant customers. Then, also increasing take~~—~~away services whose management is in partnership with online food delivery (OFD) such as~~:~~ GoFood, Grab,

and Shopee, or bridging services delivered by producers themselves to consumers. The point is ~~that~~, collective service standards are set based on new trends that ensure customer safety and comfort while still targeting marketing benefits. Finally, new programs, including online payments, could enable or ~~prioritizing—prioritize~~ convenience.

Expanding online-based take-away services requires cafés and restaurants to provide cashless payments, which in practice are realized with e-wallets, such as OVO, Funds, GoPay, ~~ShopeepayShopeePay~~, and various payment media. In addition, payments are also start-available through m-banking for customers who do not have e-wallets.

Marolt et al. (2020) argued that social media engagement correlates with marketing performance in the case of large companies. In line with other publications highlighted by Mohammad (2020) and Garg et al. (2020), ~~that~~ marketing performance is largely determined by customer engagement. Simple evidence that is applied in studying customer engagement is social media. In the context of cashless payments and marketing performance, Odior & Banuso (2013), Akhalumeh & Ohioka (2012), and Tunji (2013) stated that cashless payments improve market orientation. What is also fundamental when talking about the relationship between product delivery innovation (PDI) and marketing performance—~~PDI, which is that~~ focuses on OFD to support ~~ing~~ cafés and restaurants to boost their marketing performance (Alalwan, 2020; Chavan et al., 2015; and Keeble et al., 2020). In this paper, social media is seen as an effective scenario for increasing marketing performance, but from several other scientific works, the opposite is true. As concrete evidence in the case of a pandemic, Herlina et al. (2022) actually found that the involvement of business people on social media did not affect marketing performance constructively. This argument is also relevant to the text prepared by da Silva Wegner et al. (2023), where social media platforms managed by some companies do not bridging the target properly. Relatively high marketing competitiveness directs and highlights sponsors, which often triggers assumptions that are contrary to consumer perceptions. As an illustration, an example of SMEs in Indonesia. The use of social media costs expensive promotions, so social media

adoption is relatively ~~not-un~~integrated into marketing performance (Wibawa et al., 2022). In Pakistan, for example, the involvement of social media platforms, including Facebook and Instagram, is only a small part of attracting customers to develop brand intent, resulting in a shift towards marketing sustainability (Jamil et al., 2022). Speaking of digital media from a social perspective, the presence of advertisements with negative words has annoyed and interfered with increasing sales. Dwivedi et al. (2021) tells that problems related to social media operated by companies in running their businesses tend to describe gaps in creating narratives, issues, or topics that are non-specific and out of context ~~from-with~~ the products offered.

Referring to the dynamics of Covid-19 which are traps, worries, and contact with entrepreneurship, few publications have discussed the relationship between PDI, cashless payments, and social media engagement on marketing performance. -As an illustration, the existing discrepancy in the literature linking PDI and CP to MP is mediated by the role of SME, with the aim of saving time and effort seen as an instant way for consumers to transaction. In the manuscript developed by Dessart et al. (2015), Daud et al. (2022), Musyaffi et al. (2021), Ravula (2022), Varadarajan et al. (2022), Yu et al. (2015), and Zhao et al. (2022), both PDI and CP are increasingly growing MP, and it is also revealed that PDI and CP can form MP through SME quality. What is being debated is the difference in the widening of the observation moment, where in a normal situation, PDI and CP can determine the increase in MP, and SME transitioning to PDI and CP also opens up extensive opportunities for growing MP. In critical times such as a pandemic, the direct or indirect correlation of PDI and CP to MPs through SME depends on the perceptions and behaviors that are applied by the actions of business actors to make transformative efforts. With two comparisons based on different durations, the four pillars above will go hand in hand to adjust the economic recovery. In developing markets, for example, in Indonesia, there have not been many scientific works addressing and dissecting the link between PDI and CP to MP and SME that are set in synergy between PDI and CP to diagnose MP.

For this reason, seeing the gap in the unequal study, this paper took the initiative to evaluate the contribution of PDI, cashless payments, and social media engagement

in building marketing performance that focuses on cafés and restaurants. Specifically, the element being explored is social media engagement as a reinforcement of the relationship between PDI and cashless payments on marketing performance.

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11. Literature review

11.1. Marketing performance

From a theoretical point of view, company value is indicated by performance (Ratnasari et al., 2020). Performance often represents the impact of the company's strategy. Company strategy is always directed at performance, whether identified from marketing, human resources, or finance (Ferdinand & Zuhroh, 2022). Setiawan & Ferdinand (2021) concluded that inclusive marketing performance, synergizes at the level of sales, growth, and market share dominance. On the other hand, ~~Saeko (2012)~~ Hunt & Arnett (2006) argues that marketing performance can bring business success from the sales, market, and financial pillars.

Gao (~~2008~~2010) relates marketing performance to changes in ~~3~~three dimensions: effectiveness, efficiency, and adoption. From the perspective of effectiveness and efficiency, it includes the company's marketing methods to generate revenue, market growth, and market share. On the one hand, adaptability in the market is the key that companies must emulate to quickly capture any shifts, needs, and market tastes induced by external and internal factors.

Concretely, Covid-19 provides challenges and opportunities for businesses to catch up with the market, especially cafés and restaurants as types of businesses that are critically affected (e.g., Lee & Ham, 2021; Sardar et al., 2022). New colors are urgently needed, considering policy renovations, considering they have loyal customers, or predicting the addition of new customers followed by an impressive number of transactions (Norris et al., 2021; Pan & Ha, 2021; Suh et al., 2022).

11.2. Social media engagement

Basically, customer engagement serves to strengthen the emotional connection between companies and customers to maintain business performance (Brodie et al.,

2013). So et al. (2014) explained ~~about~~ customer engagement as a related component between companies and customers in marketing. Hollebeek et al. (2014) added that social media customer engagement is the integration between customers and companies that is inherent in terms of communication, experiences, and online communities on social media. To ~~bind~~ build consumer loyalty, marketing planning is needed ~~in~~ for customer engagement. From the definitions above, it is verified that customer engagement is placed on the company's priority scale. In fact, like the chronology of Covid-19, companies that empower social media are increasingly giving positive trends to customers. Although at first it ~~was~~ did not always responded well, it gradually indicated interactions ~~in~~ that were building trust. The importance of social media marketing in the midst of uncertain chaos can help businesses ~~to~~ channel more flexible preferences. Social media is also a marketing control tool, which is increasingly important after the pandemic (Mason et al., 2021). The advantage of a marketing strategy that prioritizes social media is ~~that~~ to it provides a deeper understanding of the products offered (Kemora & Pasaribu, 2023). As a demonstration of the TikTok platform containing certain products that ~~ensuring~~ ensure the highest satisfaction, provide motivation, and encourage application users continuously. For small businesses, especially agents, creating content on TikTok will stimulate business performance (Nair, 2022). Social media is a valuable channel for both consumers and brands. Through forums such as the internet, sellers can socialize with consumers despite social distance. According to Yusoff & Azmel (2022), social media is an integral part that can be accepted. With technological intelligence, sellers can introduce certain products, thereby increasing brand awareness.

Social media engagement is one of the company's ~~movements~~ efforts to gain customer sympathy through content uploaded by the creative team on social media. In general, effective social media engagement can be seen ~~from~~ in the likes, comments, and shares of its followers. In content that ~~is~~ involves live interaction, the level of enthusiasm is reflected by those who are connected to or joined in the content.

Academic texts that discuss the impact of social media engagement on marketing performance are explored by Bilgin (2018), Cao et al. (2021), Lee & Park (2022),

Muchardie et al. (2016), and Tajvidi & Karami (2021). ~~From-On~~ social media, there are positive sensations that are poured out by consumers ~~in-when~~ assessing a product, so this will determine the prestige of the company. Conversely, if communication is built in a bad habitat, it is connected explosively, which in the end thwarts marketing preferences. Based on the interconnected literature, the following hypothesis is formulated:

H₅: Social media engagement have a significant effect on marketing performance.

11.3. Cashless payment

In the last decade, Indonesians ~~s people~~ have become accustomed to non-cash payment instruments (Roy et al., ~~2020~~2021). Since Bank Indonesia launched the "National Non-Cash Movement (GNNT)", the cashless payment method has become increasingly popular in Indonesia (Hamsal, 2016; Wasiaturrahma et al., 2019). Cashless payments make transactions safer, more practical, easier, and more efficient (Yang et al., 2021). The forms of cashless payments are e-wallets, m-banking, and payments via cash deposit machines (Yakean, 2020).

E-wallet, or digital wallet, is a financial platform, ~~which-that~~ does not have an accessible physical form and does not focus on electronic devices such as smartphones. Payment using an e-wallet is considered a digital portrait that is quite expansive, because every transaction benefits from convenience, flexibility, and high protection. In Indonesia, reputable e-wallets include: GoPay, OVO, ShopeePay, LinkAja, Dana, and GrabPay.

During the pandemic, several businesses in Europe, especially cafés and responders, instructed cashless payments for every transaction, and this was actively responded ~~to~~ by consumers (e.g., Kotkowski & Polasik, 2021; Wisniewski et al., 2021). The reason is ~~that~~, this method has boosted online marketing carried out by many sellers to benefit customers in terms of energy and time efficiency, while maintaining marketing performance.

The use of cashless payments for marketing has been tested in Malaysia (Lu & Kosim, 2022; Rahman et al., 2020; Rahman et al., 2022), ~~in~~ Nigeria (Wali et al., 2014),

~~and in~~ Indonesia (Istijanto & Handoko, ~~2020~~2022), ~~and in~~ Taiwan (Liu et al., 2022). The findings show that progressive cashless payments are able to improve marketing performance in selected business sectors, including the café and restaurant business.

In essence, the following hypothesis is created ~~as follows~~:

H₂: Cashless payments have a significant effect on marketing performance.

H₄: Cashless payments have a significant effect on marketing performance through social media engagement as an intervening variable.

11.4. Product delivery innovation

To detect marketing progress, one of the things that must be done by café and restaurant businesses during a pandemic is to combine product delivery with sales levels that distribute services to customers in the midst of Covid-19. Besides the minimal freedom, there is also concern over exposure to the virus, which at any time threatens to threaten the lives of buyers. Even though some customers do not pay attention to health protocols when enjoying café and restaurant dishes in open or closed spaces, this does not rule out the possibility of violating ~~the~~ authority and actually causing havoc. This dilemma must be considered by café and restaurant owners ~~in-when~~ developing delivery services. So far, in Indonesia, the innovations that have been made are joining OFD, for example: GoFood, Shopee, and Grab (Candra et al., 2021; Kartono & Tjahjadi, 2021; Kurniasari et al., 2022; Salma & Rachmawati, 2022).

According to See-Kwong et al. (2017), the completeness of OFD services can provide convenience for consumers and benefit business owners. OFD services also solve the problem of the buying process in restaurants and cafes, where consumers are faced with remote locations at the same time (Chai & Yat, 2019; Yeo et al., 2017; Gupta & Paul, 2016). Apart from collaborating with OFD, other applications designed by cafes and restaurants also accommodating drive-in services ~~or~~, change dining chairs in an open space, and manage food delivery services themselves.

Chen et al. (2009), Davcik & Sharma (2017), Gómez-Prado et al. (2022), Montero et al. (2017), and Shin et al. (2022); studied ~~that-whether~~ PDI has a positive influence

on marketing performance. Dramatically, PDI's emphasis on OFD applications that have a competitive advantage can expand product segments, one example is marketing performance capabilities. Referring to references written by previous papers and current problems, the following hypothetical assumptions are made:

H₁: Product delivery innovation have a significant effect on marketing performance.

H₃: Product delivery innovation have a significant effect on marketing performance through social media engagement as an intervening variable.

12. **Conceptual framework**

This paper was inspired by Al-Hattami (2021), Al-Hattami et al. (2023), and Almagtari (2023), which state that there has been an economic shift in developing countries in the context of small and medium businesses, especially following up during the post-pandemic period. To accommodate the use of online shopping, businesses in Yemen, Jordan, and India are spearheading IT infrastructure improvements, starting with board governance and continuity management. Over time, with a combination of skilled management, consumers' intentions to buy online will become increasingly stronger.

Vigilance against Covid-19, which brings health ratings to the public, is especially ~~the background to~~ needed in light of changes in consumer behavior towards purchasing food and beverage products. At the contiguous same time, autonomy limits social activities by the government, reforming business policies to create new formats that are more creative amid restrictions and controls that trigger the burden of loss. Lockdown control has made culinary connoisseurs, who initially mostly visited cafés and restaurants, ~~have stopped~~ for an unspecified period. As a result, the business layer does not serve consumers in the café and restaurant environment. For this reason, it is necessary to check and diversify business patterns that meet lockdown standards without ignoring mass crowds in the near future. As an illustration, dine-in service, placing open garden facilities, or drive-in. So, for direct service, selective control of equipment and product hygiene supervision is-are required. For consumers who join product delivery services, product ordering and delivery is-are supported by an online

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Further, the subsection of "3. Conceptual framework" is written without mentioning any related citation. The authors must check such written and cite all. Some suggested citations:
-<https://doi.org/10.1080/23311975.2021.193636>
-<https://doi.org/10.1080/23311886.2023.221391>
-<https://doi.org/10.1057/s41599-023-01552-x>

Reply: The authors respect your suggested direct to improve the citations involved in the development of the analytical model. For this reason, we extend the recommended empirical review in uncovering the role of digitalization, especially IT revitalization of online purchases for the case of several developing countries. The new changes are described in **Chapter 3: Conceptual Framework** → **First paragraph** (p. 9).

application. In fact, cafés and restaurants are also assisted by payment methods via m-banking and e-wallets.

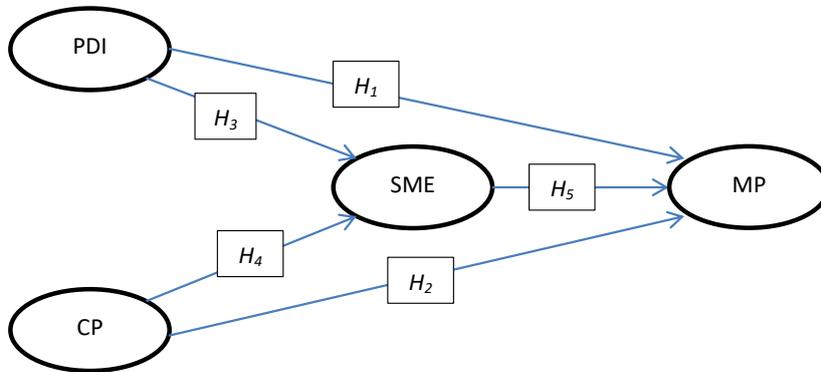


Figure 2. Hypothetical framework

Source: Own. Abbreviations: PDI (Product Delivery Innovation); CP (Cashless Payments); SME (Social Media Engagement); MP (Marketing Performance).

In addition, to education provided by the government, concern is also present from business people who learn about all the drastic changes that ~~cover~~ affect accurate decisions. Concern during the pandemic, which slowed down the economy, also dragged people's mobility, which is now dominantly done at home, instead of integrating them into social media networks that encourage café and restaurant businesses to be active on social media through the launch of the latest products. In fact, among business people, they are also creating new scenarios in product offerings that, which allow food and drink products to be targeted only targeted on social media. Cafés and restaurants develop social media as the main communication standard that channels to potential customers.

The new version of product delivery and cashless payment procedures incorporated into an intense communication package on social media can stimulate the marketing performance of cafés and restaurants consistently. By still balancing turnover, wallet share, and customer status. The chronology above forms the basis for the conceptual framework of this research, which is detailed in Figure 2.

13. Methodology

13.1. Database and analysis

The characteristics of this study are quantitative, which concentrates on solving and proving the designed hypothesis formula. The mechanism in the data description uses a statistical tool, i.e., the Structural Equation Model–Partial Least Square (SEM–PLS) which functions to analyze a series of ~~quantitative~~ data collected from surveys. The program for analyzing databases is operated via SmartPLS version 4. In the study capacity, the variable model is modified into ~~3~~three items: exogenous, intervening, and endogenous variables. Each variable has a classification. Additionally, product delivery innovation and cashless payments function as exogenous variables that affect endogenous variables (marketing performance). Then, the next target is to estimate the two linkages through social media engagement, which acts as an intervening variable.

Theoretically, Bashir et al. (2013) and Shaw (2018) articulate endogenous variables as components that are affected by exogenous variables. Automatically, exogenous variables are arranged into factors that explain their relationship to endogenous variables. In the moderation path, intervening variables are ~~made-used~~ to evaluate the indirect relationship between exogenous variables and endogenous variables. PDI is a revolutionary thought refined by Al Jabri (2023) and Verma & Jayasimha (2014). In a program that promotes exclusivity, convenience in the purchasing process must prioritize customers as subjects to be served. Then, with the existence of a non-cash payment program, it becomes a new insight for customers. Appiah et al. (2016) revealed that CP is a real term that can lighten every transaction. In the future, SME will be seen as the most practical way to acquire customers. Sellers don't have to bother renting a physical place or building to promote their products. Dhar et al. (2018) argue that SME that are channeled in cyberspace are instructed and specified in response to feedback from prospective buyers. Apart from retaining existing customers, SME is also designed to attract new customers. Ambler & Kokkinaki (1997) and Järvinen & Karjaluoto (2015) consider MP as one of the signals of business

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Then the methodology section need to be enhanced by writing the similar studies that have used the same methodologies. Thus, in methodology specifically you need improvements in the form of linking your methodology with the latest studies that have been conducted in the field. I strongly recommend you follow the suggested articles to strengthen your study. I strongly recommend you link your findings with the suggested findings to improve the quality of your paper. Then it will then have a significant impact in the body of knowledge.

Reply: Basically, we approve of your professional comments on improving this manuscript. The limitation in linking the literature foundation according to the latest studies that have been conducted in the field is a core problem that must be corrected. In response to the proposed review the authors undertook additional supporting publications that concentrated on the variables investigated. Then, the premise that intersects with PDI, CP, SME, and MP is specifically described at the beginning. For more details, it can be observed in **Chapter 4: Methodology, Sub-Chapter 4.1: Database and Analysis → Paragraph 2 (p. 11-12).**

success. Therefore, with the flexibility of the three procedures above, it can automatically protect, increase, and boost MP quality.

Systematically, the questionnaires were selected in the questionnaire materials ~~which-that~~ were distributed to the sample units. The sample mechanism in the data description uses a statistical tool, for at least 3 years, which means that restaurants and cafés have survived since the Covid-19 attack in early 2020. Respondents accessed the survey online. In principle, the simple random sampling method is focused on meeting the sample criteria and finding informants who are willing to fill out the questionnaire. The survey process was conducted from June 2022 to August 2022. The valid sample size is 146 restaurants and cafés.

13.2. Research Instruments

In detail, the variable attribute is a questionnaire to measure respondents' perceptions of the variables studied. This questionnaire is divided into 3 corridors: the first part is a profile, the second part is a question about the use of social media as a café or restaurant marketing communication tool, and the third part describes questions to assess perceptions of research variables.

Table 1. Scheme and variable limits

Variables/abbreviations	Type	Measurement	Literatures
Product Delivery Innovation (PDI)	Exogenous	Various product delivery innovations by cafes or restaurants to continue to exist serving buyers.	Martins & Ledimo (2015), Negruşa et al. (2017), Reguia (2014)
Cashless Payment (CP)	Exogenous	Manufacturing of non-cash payments owned by cafes or restaurants to facilitate purchase transactions.	Kumari & Khanna (2017), Tee & Ong (2016)
Social Media Engagement (SME)	Intervening	A social media network regularly managed by cafes and restaurants to keep in touch with consumers.	Di Gangi & Wasko (2016), Eslami et al. (2022), Trunfio & Rossi (2021)
Marketing Performance (MP)	Endogenous	Marketing performance at cafes and restaurants includes: turnover, consumers, customer satisfaction, repurchases, and average consumer purchases.	Brunswick (2014), Frösén et al. (2013), Mone et al. (2013), Wijayanti et al. (2022)

In the first portion, the questions are in the form of an open question, then the second question is in the form of multiple choice, and the third is a perception question using a semantic differential scale of 1 (very irrelevant to what is being done) to 10 (very relevant to what is being done). In the SEM–PLS landscape, the proportion of variables uses indicators derived from theoretical experience and researchers' observations. Table 1 above represents operational variables.— Specifically, the questionnaire items are inserted in the appendix (Tables A1, A2, A3, A4, and A5).

14. Results

14.1. Respondent profile

To evaluate the characteristics, this paper used a frequency distribution instrument. Here, the profiles of respondents are based on position, regional background, year of establishment, number of employees, turnover, and use of social media. Each is explained in Table 2 to Table 14.

Table 2. Position of respondents in business (n = 146)

Items	F	%
Owner's family	16	11
Barista	30	20.5
Business development lead	1	0.7
Founder	1	0.7
General manager	2	1.4
Employee	31	21.2
Cashier	1	0.7
Head of restaurant	1	0.7
Kitchen	6	4.1
Manager	20	13.7
Marketing	1	0.7
Owner	31	21.2
Purchasing	1	0.7
Secretary	1	0.7
Sosial media specialist	1	0.7
Supervisor	2	1.4

Of the 146 respondents, it was generally dominated by owners (21.2%), while employees who did not mention specific positions were 21.2%, and café baristas (20.5%). Interestingly, among them, many held positions as business development leads, cashier founders, restaurant heads, purchasing managers, secretaries, and social media specialists reaching 0.7% (see Table 2).

Table 3. Origin of business units

Provinces	F	%
Bali	1	0.7
Bangka Belitung	1	0.7
Banten	13	8.9
DI Yogyakarta	13	8.9
DKI Jakarta	24	16.4
West Java	20	13.7
Central Java	34	23.3
East Java	6	4.1
West Kalimantan	18	12.3
East Kalimantan	10	6.8
NTB	1	0.7
Riau	2	1.4
South Sulawesi	1	0.7
Central Sulawesi	1	0.7
South Sumatra	1	0.7
Maluku	2	1.4

In Table 3, café and restaurant businesses are spread across Indonesia, mostly operating in Central Java (23.3%). The second highest is 16.4% coming from the center of the Indonesian capital, namely DKI Jakarta, and the third is in West Java (13.7%). Broadly speaking, this business incubator is still concentrated in Java. However, referring to Till's situation, the number of cafés and restaurants does attract investors, especially the millennial generation, who are which is growing in this business.

Table 4. Business experience

Duration	F	%
3 years	35	24

Duration	F	%
4 years	27	18.5
5 years	27	18.5
6 years	11	7.5
7 years	15	10.2
8 years	9	6.2

Table 4 illustrates business consistency with reference to the duration of the condition. The cafés and restaurants that are the object of this study are aged between 3–8 years, where the average age of the youngest and the most is 3 years (24%). The rest are businesses within the span of 4–5 years (18.5%), and 10.2% have experience managing a business ~~of~~for around 7 years.

Table 5. Cafe and restaurant employees

Employee	F	%
< 5	88	60
6–10	47	32
11–15	6	5
16–24	5	3

Interestingly, the average number of employees employed in the café and restaurant business is no more than 5 employees (60%). This indicates that the business experience is still young and ~~still~~ in the process of growing. Only 32% of them have 6–10 employees. Interestingly, 5% of businesses are assisted by 11–15 employees, and 3% of business operations are managed by 16–24 employees (see Table 5).

14.2. Turnover structure

Table 6 clarifies that the turnover before Covid-19, specifically in the 2019 period, concluded that café and restaurant turnover was in normal conditions. From the results of the interviews, 34.2% of cafés and restaurants had turnover in the range of IDR 10–25 million, 22.6% had turnover below IDR 10 million, 21.9% had turnover of IDR 26–50 million, and 11.6% of these businesses had turnover of IDR 51–100 million.

On the one hand, 6.2% of cafés and restaurants have a turnover of between IDR 101–300 million and 3.4% above IDR 300 million. Surprisingly, Table 6 finds that there has been a significant shift after Covid-19, which has had an impact on business pressure. Since early 2020 until now, 37.7% of respondents admit that their business turnover is no more than IDR 10 million. Turnover in the range of IDR 10–25 million reaches 31.5%, and IDR 25–50 million is 16.5%. Conversely, there are 8.9% who think that their turnover is still under control with a nominal value of IDR 51–100 million.

Table 6. Turnover before the pandemic v.s post-pandemic

Turnover	Pre-pandemic era		Post-pandemic	
	F	%	F	%
< 10 million	33	22.6	55	37.7
10–25 million	50	34.2	46	31.5
26–50 million	32	21.9	24	16.5
51–100 million	17	11.6	13	8.9
101–300 million	9	6.2	5	3.4
>300 million	5	3.4	3	2.1

The presence of Covid-19 in Indonesia has weakened the business sector, including cafés and restaurants. Yet, unexpectedly, 42.5% of respondents stated that their turnover had decreased, and most of them, or 54.8%, had stable turnover, and only 2.7% whose turnover progressed.

Table 7. Turnover analysis

Turnover	F	%
Up	4	2.7
No changes	80	54.8
Down	62	42.5

The presence of Covid-19 in Indonesia has weakened the business sector, including cafés and restaurants. But, unexpectedly, Table 7 shows 42.5% of respondents who stated that their turnover had decreased, and most of them, or 54.8%, had stable turnover and only 2.7% whose turnover progressed.

All respondents have introduced their products to bring a wider variety of products closer to consumers via social media popularity. The group that actively uses Instagram (38.4%) is more dominant than other types of social media such as Facebook (17.6%), WhatsApp (17.3%), TikTok (15.7%), Twitter (6.2%), YouTube (4.1%), and LinkedIn (0.8%). From Table 8, it is evident that the social media that receives the most response from consumers is Instagram (77.4%). Concretely, Instagram is seen by consumers as the most easily understood and simple medium for displaying new products—*offered*. Even though since the emergence of media such as TikTok "booming" until now, only 11.6% of respondents admitted that consumers prefer to channel communication about products. Others, such as Facebook (6.8%), WhatsApp (3.4%), and YouTube (0.7%), also serve to increase consumer knowledge to extract and exchange product information. In essence, Instagram as a medium has the most implications for the marketing performance of cafés and restaurants.

Table 8. Use of social media and the most influential

Social media	User units		Influential media	
	F	%	F	%
Facebook	65	17.6	10	6.8
Instagram	142	38.4	113	77.4
WhatsApp	64	17.3	5	3.4
Twitter	23	6.2	1	0.7
Youtube	15	4.1	17	11.6
TikTok	58	15.7	0	0
LinkedIn	3	0.8	0	0

Uniquely, since the respondents installed social media, it has triggered an impressive increase in followers. Based on the seven social media *platforms* described above, the more often café and restaurant owners are active and interact with consumers, the more followers they add. In Table 9, it is shown that 42.5% of respondents said that their follower volume was: 1,001–10,000. Then, 31.5% of respondents stated that their followers were: <1,000; 15.8% who had followers: 10,001–100,000; 8.2% of respondents with followers: 100,001–1,000,000; and 2.1% of respondents whose followers: > 1,000,000.

Table 9. Follower intensity

Followers	F	%
<1,000	46	31.5
1,001–10,000	62	42.5
10,001–100,000	23	15.8
100,001–1,000,000	12	8.2
> 1,000,000	3	2.1

The number of posts uploaded is an indicator of how active the respondent is in communicating with the audience. From the survey, it is known that 45.9% ~~until now~~ have uploaded less than 100 content, and 8.2% are very active on social media by uploading more than 1,000 pieces of content. Then, Table 10 ~~represents-shows~~ that there was a positive transition when 32.9% of respondents instructed the marketing division to continue being active on social media and this can be seen from 101 to 500 posts and 11.6% who were even more active through 501–1,000 posts.

Table 10. Average of posts, “likes” and commenting accounts

Social media	Posting		Likes		Comments	
	F	%	F	%	F	
<100	67	45.9	76	52.1	126	86.3
101–500	48	32.9	56	38.4	17	11.6
501–1,000	17	11.6	11	7.5	2	1.4
> 1,000	12	8.2	3	2.1	1	0.7

Many followers do not guarantee that the uploaded content will get many likes, because most of the respondents, 52.1% answered that the content they uploaded was liked less than 100 times. And only 2.1% stated that the content was liked on average by more than 1,000 times. Then, there were 101–500 times (38.4%) and 501–1,000 times (7.5%) likes for the content presented by respondents. Content uploaded by 86.3% of respondents has been commented on by less than 100 ~~people-times~~ and only 0.7% has been commented on by more than 1,000 people. In fact, from the

uploaded content, as ~~much~~-many as 11.6% responded to 101–500 social media ~~accounts~~. 1.4% of accounts commented on 501–1,000 ~~posts-times~~ (see Table 10).

Table 11. Crosstab between fluctuations in turnover and the number of followers

			Followers					Total
			<1,000	1,001–10,000	10,001–100,000	100,001–1,000,000	> 1,000,000	
Turn-over	Up	N	1	3	0	0	0	4
		%	25%	75%	0%	0%	0%	100%
	No changes	N	28	32	11	7	2	80
		%	35%	40%	14%	9%	2%	100%
	Down	N	17	27	12	5	1	62
		%	27%	44%	19%	8%	2%	100%
Total		N	46	62	23	12	3	146
		%	32%	43%	16%	8%	2%	100%

Table 11 reflects the cross-tab analysis, which concludes that the number of followers does not guarantee an increase in turnover. This is because cafés and restaurants with many followers above 100,000 actually experienced a 2% decline and stagnant marketing performance. In contrast to followers who are under 1,000, turnover is actually at a "steady" level (35%). Café and restaurant businesses that have followers in the range of 1,001–10,000 have seen an increase in turnover even though Covid-19 hit Indonesia. Logically, there is no unidirectional relationship between follower volume and turnover, where this is represented by followers in 3 scopes: 10,001–100,000, 100,001–1,000,000, or > 1,000,000, whose consequence is contrast to turnover.

Table 12. Crosstab between turnover fluctuations and the most popular social media

			Social media					Total
			Facebook	Instagram	WhatsApp	Youtube	TikTok	
Turn-over	Up	N	0	3	0	0	1	4
		%	0%	75%	0%	0%	25%	100%
	No	N	5	65	3	0	7	80

	chan- ges	%	6.3%	81.3%	3.8%	0%	8.8%	100%
	Down	N	5	45	2	1	9	62
		%	8.1%	72.6%	3.2%	1.6%	14.5%	100%
Total	N	10	113	5	1	17	146	
	%	6.8%	77.4%	3.4%	0.7%	11.6%	100%	

Surprisingly, based on Table 12 above, it was concluded that most of the respondents whose turnover increased (75%), remained (81.3%), or decreased (72.6%) simultaneously admitted that Instagram social media had the most influence on running a business. On the one hand, business people who use Facebook, WhatsApp, and YouTube think that it has no impact on turnover.

14.3. Findings

Within the scope of Confirmatory Composite Analysis (CCA), measurement and structural judgments are evaluated by convergent validity, discriminant validity, and construct reliability (Hair Jr. et al., 2020). The standard for testing convergent validity uses the score assigned to cross loading, while discriminant validity is processed via AVE. Furthermore, the criteria for assessing construct reliability are elaborated by CA and CR. Table 13 verifies the output of CCA. For the first stage, the feasibility of the model based on convergent validity proves that the majority of the indicators on the variable have a loading factor value greater than 70% (> 0.7), thus indicating validity to measure the variable. On the other hand, two items: PDI.4 and SME.4 were detected as invalid, where both scores were 0.473 and 0.498 (< 0.7). The quality of the feasibility of the model on discriminant validity is determined by AVE. The AVE score in this model shows that all variable components are clarified as valid, where the AVE values of PDI (0.632), CP (0.816), SME (0.783), and MP (0.685) are above 50% (> 0.5).

Table 13. Summary of confirmatory composite analysis

Variable and indicators	Cross loading	AVE	CA	CR
<i>Product Delivery Innovation</i>		0.632	0.708	0.837
PDI.1	0.730			
PDI.2	0.859			
PDI.3	0.713			

PDI.4	0.473			
<i>Cashless Payments</i>				
CP.1	0.881	0.816	0.887	0.930
CP.2	0.918			
CP.3	0.910			
<i>Social Media Engagement</i>				
SME.1	0.897	0.783	0.861	0.915
SME.2	0.854			
SME.3	0.861			
SME.4	0.498			
<i>Marketing Performance</i>				
MP.1	0.850	0.685	0.885	0.916
MP.2	0.877			
MP.3	0.787			
MP.4	0.792			
MP.5	0.830			

Source: Own. Notes: PDI (Product Delivery Innovation); CP (Cashless Payments); SME (Social Media Engagement); MP (Marketing Performance); AVE (Average Variance Extracted); CA (Cronbach's Alpha); CR (Composite Reliability).

Normally, construct reliability_z as reflected by CA and CR_z has a measurement standard. For CA, the criteria are that all variables must be above 70% (> 0.7)_z and CR is ~~more than must be greater~~ 60% (> 0.6). CA scores for each variable were obtained: PDI (0.708), CP (0.887), SME (0.861), and MP (0.885). Thus, it is articulated that the proposed model is reliable. As a comparison, all the above variables also form an accurate model. Construct reliability based on CR found that PDI (0.837), CP (0.930), SME (0.915), and MP (0.916).

Figure 3 describes the partial SEM output and mediates the link between product delivery innovation (PDI) and cashless payment (CP) on social media engagement (SME) and marketing performance (MP).

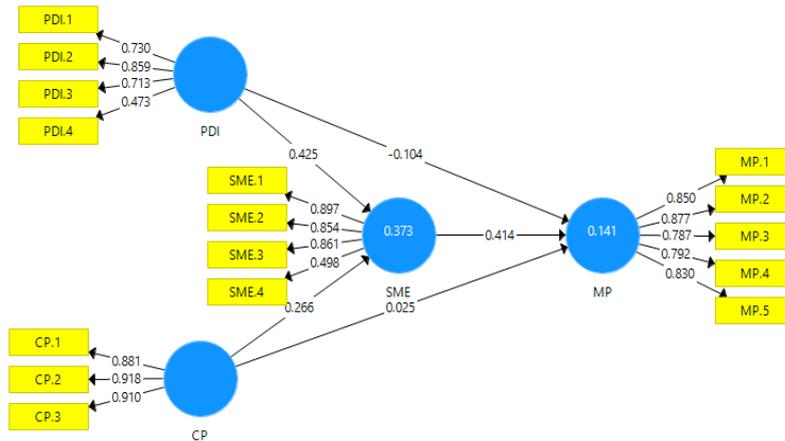


Figure 3. Output of SEM and proving the hypothesis

Source: Own.

The causality between PDI and MP yields a t-test score of 0.516 and a probability of 0.606. The results of this test show that the t-test $\ll 1.96$ and $\rho > 0.05$. It was concluded that there was no significant effect of PDI on MP, so hypothesis 1 was rejected. This is consistent with the effect of CP on MP, where the t-test score was 0.367 and the probability was 0.714. Thus, Table 14 finds that the t-test $\ll 1.96$ with $\rho > 0.05$. There is no significant effect of CP on MP, which can be concluded if hypothesis 2 is rejected.

Table 14. Direct relationship between variables

Effect	Coefficient	t-test	ρ	R^2	Q^2
PDI -> MP	-0.072	0.516	0.606	0.120	0.069
CP -> MP	0.034	0.367	0.714		
SME -> MP	0.365	3.545	0.000		

Source: Own.

What is interesting is the significant trend between SME and MPs. The t-test score was 3.545 and the probability was 0.000. From the results of these statistics, the t-test score was > 1.96 and $\rho < 0.05$. That is, there is a significant effect of SME on MP. The third hypothesis is accepted. The resulting coefficient score is positive (0.365). Thus, the better the SME, the more likely it is to increase MP in the long term. Narratively, with a coefficient of determination (R^2) score of 0.120, it is confirmed that the first structure in a direct relationship ~~is concluded to~~ tends to be weak. The

diversity in MP can only be explained by PDI, CP, and SME reaching 0.120 and 0.880, which ~~is-are~~ contributions from other variables not reviewed in this model. The predictive relevance value (Q^2) is used to measure and estimate the parameters. The classification, if Q^2 is above zero (> 0), indicates ~~that~~ the feasibility of observation. Conversely, if Q^2 is below zero (< 0), then it produces predictive relevance. The Q^2 score was found to reach 0.069, which ~~is-articulated~~ indicates that the direct link between PDI, CP, and SME to MP has a competent model.

Table 15. Indirect relationship between variables

Effect	Coefficient	t-test	ρ	R^2	Q^2
PDI -> SME -> MP	0.144	2.458	0.014	0.363	0.270
CP -> SME -> MP	0.104	2.264	0.024		

Source: Own.

Referring to Table 15, the relationship between PDI and CP to MP mediated by SME produces t-test scores ~~=of~~ 2.458 and 2.264, then probabilities ~~=of~~ 0.014 and 0.024. If the T-statistic ~~is~~ > 1.96 and $\rho < 0.05$, then there is a significant influence between PDI and CP on MP through the role of SME. Hypotheses 4 and 5 are also accepted. The contribution coefficient of PDI = 0.144 and CP = 0.104 indicates that the more SME increases in each PDI and CP, the ~~more~~ MP increases ~~in-over~~ a ~~positive~~ long period ~~of time~~. Overall, the second model looks better than the first model. This is reflected by R^2 and Q^2 , where the scores on the coefficient of determination (0.363) and predictive relevance (0.270). Understanding the achievement of these two parameters confirms that the blindfolding procedure has good observations. Also, the coefficient of determination of 0.363 indicates that the model contained in the indirect relationship between PDI and CP to MP through SME is moderate. Although 0.637 is a factor that is not included in the model, SME plays a very important role in the indirect relationship.

15. Discussions

Hypothesis 1, which reads that "product delivery innovation has an effect on marketing performance", ~~but that~~ is not proven. Since the arrival of the pandemic,

Comment [i-[34]: Reviewer 10

I really appreciate your efforts, however, I believe that wordings like unfortunately are not scholarly. Likewise, I believe that while building the argument for justifying the study you need to strengthen the work in terms of theoretical contribution and while linking it with COVID-19 you must use the references of the studies with reference to COVID-19. In the literature several scholarly works should be added and in my opinion exhaustive literature review has not been conducted to enrich the theoretical contribution. The topic is original and need of the time, but I was unable to find the relevance with regard to theory and practice in the objectives of the study. Please clarify what exact specific gap your study will fill in the field? There is relatively less critical analysis and less emphasis to the subject area compared with other published materials. I recommend you to add the following works in the literature:
 Asad, M., & Kashif, M. (2021). Unveiling success factors for small and medium enterprises during COVID-19 pandemic. *Arab Journal of Basic and Applied Sciences*, 28(1), 187-194. doi:https://doi.org/10.1080/25765299.2020.18307955/CGP/v29i01/83-97
 Fadhel, H. A., Aljalalma, A., Almuhanadi, M., Asar, M., & Sheikh, U. (2022). Management of higher education institutions in the GCC countries during the emergence of COVID-19: A review of opportunities, challenges, and a way forward. *The International Journal of Learning in Higher Education*, 29(1), 83-97. doi:https://doi.org/10.18848/2327-7955/CGP/v29i01/83-97
 Kashif, M., Asif, M. U., Ali, A., Asad, M., Chethiyar, D., & Vedamanikam, M. (2020). Managing and implementing change successfully with respect to COVID-19: A way forward. *PEOPLE: International Journal of Social Sciences*, 6(2), 609-624. doi:org/10.20319/pijss.2020.62.609624
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 Asad, M., Asif, M. U., Bakar, L. J., & Altaf, N. (2022). Entrepreneurial orientation, big data analytics, and SMEs performance under the effects of environmental turbulence. *2021 International Conference on Data Analytics for Business and Industry (ICDABI)* (pp. 144-148). Zallaq: IEEE. doi:10.1109/ICDABI53623.2021.9655870
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Comment [i-[35]: Reviewer 8

In the discussion section, you need to discuss the result of each hypothesis based on/comparing with prior research.

Reply: Similar to the revision directives above, we agree to expand the discussion with justification from the literature.

many regulations have been issued by the government aimed at suppressing the spread of the virus. In fact, these rules essentially limit people's social contact, including their implementation through monitoring the operating hours of cafés and restaurants, reducing visiting hours for each consumer, and limiting visitor capacity. ~~To~~ ~~its~~ At their peak, cafés and restaurants were literally not allowed to accept visitors at all. This polemic actually dampens the sustainability of the café and restaurant business. Many of the cafés and restaurants were forced to close ~~their business~~, because they continued to suffer losses.

This regulatory tendency, which has lasted for about 2-two years, has also forced cafés and restaurants to transform towards various innovations ~~to-for~~ survival, one of which is changing innovation through product delivery. The popularized innovation is "eating on the spot" according to health procedures during a pandemic. As a priority, ~~are~~ drive-in services, open gardens, and channeling service equipment innovations so that the quality of food products remains hygienic ~~to-for~~ consumers. The new foundation has also joined forces with product delivery services including: GoFood, GrabFood, ShopeeFood, and other trusted online applications, forming a special delivery fleet for consumers who are not willing to order through delivery services.

Studying the innovations in online food delivery carried out by the Bello Puerto restaurant in Mexico shows that changing the business model to a service approach when Covid-19 is certainly not easy (Gavilan et al., 2021). However, restaurant management follows the will of the customer ~~in-with~~ every order. As a consequence, through conditional processes, consumers can improve their experience and understand themselves. Türkeş et al. (~~2022~~2021) explains that the majority of restaurants in Romania focus on sustainability innovation. The blocking of activities ~~when-during~~ the Covid-19 pandemic ~~changed-created~~ a new situation that prompted restaurant management to use an order platform for food delivery. The implications of this experiment incorporate new materials into the way restaurants deliver innovation to consumers. In other places, such as KFC in Indonesia, dedicated innovative products through digital advertising ~~as-a-are~~ key ~~in-to~~ increasing the commercial aspect (~~Dewi,~~ 2021Fadhila et al., 2020).

Unfortunately, this innovation has proven to have little impact on marketing performance, because consumers are not fully informed about it. ~~In-From~~ another perspective, such as social media, cafés and restaurants have not optimized their business communication programs. Furthermore, respondents still rely on mainstream media or do not even use media at all, relying on existing customers. At this point, when there is a pandemic and mobility restrictions are imposed, they find it difficult to introduce new innovations.

The common thread, socialization through social media, is an effective thing in ~~dedicating~~ sustainable marketing. In principle, social media plays a crucial role in supporting the smooth running of businesses. This is proven in the fourth hypothesis, which concludes that product delivery innovation mediated by social media engagement has a significant effect on marketing performance.

Product delivery innovations developed by cafés and restaurants can improve their marketing performance ~~of cafés and restaurants~~ through social media engagement. In reality, innovation from cafés and restaurants is balanced by an orientation to customers or potential customers on social media. Why is it necessary? There are several objectives that concentrate on these attributes:

6. Getting attention from customers to encourage them to place orders;
7. Get existing customer loyalty;
8. Create communication about consumer preferences;
9. Distributing consumer profile information;
10. Make and explain promotions that are relevant to customer desires.

Social media trends to be close to customers include: consistently uploading content that highlights the business, devising content that is suitable for customers; monitoring how followers respond to uploaded content (number of likes, comments, and shares), conducting live broadcasts on social media so that they can interact directly with their followers; and ~~distribute~~ distributing some vouchers for them.

Innovations developed by cafés and restaurants in product delivery must be mapped and communicated to the audience to get a positive response. After all, the trick is using social media engagement as an efficient way to ensure customers can

enjoy products according to health procedures. In fact, contrary to product delivery innovation, cashless payments will not function optimally ~~on~~for marketing performance if ~~it is~~they are not supported by social media engagement.

For the long term, Givelyn et al. (2022) estimate that there is a shift in transaction anomalies triggered by non-cash payment instruments such as e-money. Even though Covid-19 has had an impact on Indonesia, the effect of cashless payments has grown the economy. Implicitly, the outbreak of the pandemic has further increased the gap between cash and non-cash payment users (~~Radosław~~Kotkowski & Polasik, 2021). In Europe, the problem of financial inclusion is contradicted by the increasing number of non-cash payments. In contrast to other studies, ~~where~~ the shift from cash payment techniques to non-cash payments after Covid-19 prompted new habits to prevent a higher risk of infection (Wisniewski et al., 2021). Most importantly, this outbreak is changing old habits to reduce the desire to make cash transactions. According to Ganzha (2022), there has been a marked transition away from the European Central Bank popularizing online payment plans.

Regarding the trade industry, including F&B, the development of cashless transactions can determine consumer behavior. Separately, Kulisz et al. (2021) highlights the attitude of Poles ~~in~~toward being less willing to pay with cash during Covid-19. Generally, consumers who use cashless payment features when shopping at retail services and stores are more careful in making decisions. Raj et al. (2023) explored the extension of the use of enhanced integrated technologies to boost the behavioral intention of cashless transactions in the Chennai zone (India). The logical reasoning is that buyers can increase liquidity transparency, document every transaction, and avoid contact with cash (Eggers et al., 2017).

The mission of product delivery innovation is so that consumers can safely transact and enjoy menus in cafés and restaurants or from home, so it needs to be equipped with easy non-cash payment facilities. Yet, this facility is not able to improve the marketing performance of cafés and restaurants, if it does not involve intense information. Therefore, social media as a communication channel is an option for cafés

and restaurants to communicate various products, ~~promes-promotions,~~ and facilities provided for the convenience of consumers.

Many cafés and restaurants choose to partner with e-wallet providers: OVO, ShopeePay, GoPay, Dana, and others. ~~To~~ In addition to this option making it easier for customers, ~~it~~ this option also attracts consumers to make purchases because e-wallets provide attractive discounts for consumers. As an illustration, payments via ShopeePay are given a discount of up to 50% and a 60% discount from GoPay for purchasing certain menus. This mechanism is very attractive to consumers. But, no matter how attractive the e-wallet provider's facilities are, if cafés or restaurants don't communicate ~~to~~ with consumers, it can have an adverse effect on marketing performance.

This digital era requires businesses to increasingly visualize their sophistication. By maximizing social media as a channel to establish closeness with consumers, this is in line with the 5th hypothesis, which indicates that social media engagement has a positive effect on marketing performance.

In Macao, two government schemes proposed by the government through social media are seen as a practical way to wipe out the virus outbreak (Pang et al., 2022). Organized participation between government ~~and,~~ individuals, ~~and~~ government and business people in social media content, becomes a valuable mobility. Also, two-way communication and interaction are specialized ~~into~~ health emergency prevention institutions. Indonesian MSMEs that feature superior products on Instagram also suppress the spread of the pandemic. Customers feel involved ~~to be as~~ an interactive part of business continuity. Then, optimizing the use of the platform also attracts new markets and retains old customers (Parahiyanti & Prasasti, 2021). The maritime industry in Malaysia, Germany, USA, UAE, and Singapore, which involves social media in a holistic manner, has received appreciation from business partners. Hierarchically, entertaining content increases correlational motivation during a pandemic (Koh et al., 2023). In China, the culture of public engagement via social media since Covid-19 has grown exponentially. Social media functions as a strategy for cultivating multidimensional relationships or maintaining individual emotions without ignoring

local wisdom. Huang et al. (2021) project that the number of top user comments is increasingly forming a responsive pattern. Khatri et al. (2021) emphasized that the focus of social media is bridging prosperity. The pandemic changed the work scenario in the world, especially ~~affecting~~ psychologically. In difficult times, social media engagement fills the emotional void in employees across cultures. Referring to empirical reports, 100% of the cafés and restaurants that were studied used social media as a communication channel to establish closeness with consumers. Generally, 97% of café and restaurant businesses have activated Instagram, and 78% of them stated that this instrument is very dominant in maintaining marketing performance, where the average follower is 1,000 to 100,000. This is a "captive market" with great potential for product expansion.

The communication system on Instagram allows businesses to upload images and videos that create engaging and connected content ~~to-for~~ segments in an inclusive manner. With the power of social media, sparking consumer interest in the products offered. This is the reason why social media engagement has a significant influence on marketing performance. This section describes the effects of a pandemic phase and post-pandemic recovery related to the dynamics of marketing performance as interpreted by several scientific magazines. Zahara et al. (2023) illustrates that the ability of SMEs in Palu (Indonesia) to operate digital marketing achieves real-time marketing performance added value. Contradictively, Giantari et al. (2022) found that digital perception stops competition in marketing performance. For the contemporary term, advertising of leading products marketed via digital generates profit opportunities for companies (Omer, 2021). Currently, Alyahya (2021) has highlighted that marketing in the business sector that relies on digital advertising is the best channel for many companies. In comparison, some Indonesian SMEs that empower big data in digital creations are getting closer to marketing access (Wibowo et al., 2021). Gao et al. (2023) are optimistic that the resilience of Bangladeshi SMEs is determined by the actors who operate digital marketing and e-commerce. From selected multinational companies in the USA, digital marketing tactics were tested by Adewale & Popoola (2022). In turn, companies that are disciplined and follow market trends,

succeed in maintaining marketing performance. Marketing growth always goes hand-in-hand with the compensation budgeted to finance advertising.

Of the five hypotheses proposed, three are accepted and two are rejected, which are antithetical to existing premises. Two variables, namely PDI and CP, which are supposed to be the foundation for boosting MP, have actually become an obstacle for F&B. In this case, only SME reacted significantly to encourage MP or its urgency as moderation in the integral relationship between PDI and CP towards MP. In the direct effect or indirect effect version, with the status of a successful SME in charge of increasing MP, SME is the only advantage that goes beyond calculating with current changes. Within the scope of the Covid-19 pandemic, the majority of economic sectors experienced a relatively slow multiplier effect compared to the normal situation. Recently, although there has been a shift from conventional mechanisms to new patterns that are converted into service innovation, digital payment methods, and the use of social media networks to grow marketing performance, it seems that it has not been maximized. Cafe and restaurant businesses that emphasize system updates are clearly less relevant in Indonesia. Moreover, techniques that are projected to make it easier for consumers to make transactions (such as PDI and CP) contradict consumer understandings that are still traditional, intersect with existing paradigms, turbulence of income welfare, and incompetent business management models. Narratively, these findings prove to be inconsistent with published work that also tracks the effects of competitive advantage in leveraging managerial resources, product innovation, and technology adoption on the business environment. Amir & Asad (2018), Asad et al. (2020; 2021; 2022), Asif et al. (2021), Hammami et al. (2021), Kashif et al. (2020), Khan et al. (2021), Majali et al. (2022), and Qalati et al. (2022a; b) justify that the three contents above can open and bring about a comprehensive digitalization impact across countries, including SMEs in Oman, Pakistan, and Jordan.

16. Conclusion, limitation, and suggestion

At different times, when Indonesia was hit by two economic crises in 1997 and 2008, the capacity of SMEs (including F&B) appeared to be stable and strong, but it has

Comment [i-[36]: Reviewer 8

Finally, implications (for theory and practice) and limitations must be discussed in detail.

Reply: We can fulfill your request. The authors made corrections to the limitations of the manuscript which had implications for the development of practice and theory. You can track the improvement in **Chapter: 7 Conclusion, limitation, and suggestion** → **Paragraph 3** (p. 30)

been tested. However, the main problem faced by F&B is not only concentrated on external aspects but also internal. The primary aim of this paper is to dedicate the essence of product delivery innovation and cashless payments to social media engagement and marketing performance. The subject of study focuses on ~~during~~ the pandemic during and after ~~the pandemic it~~, while the object is the café and restaurant business. Statistical results found that product delivery innovation and cashless payments had no significant effect on marketing performance. Then, social media engagement has a significant effect on marketing performance. Then, product delivery innovation and cashless payments supported by social media engagement have a significant effect on marketing performance.

Even though the risk of the Covid-19 pandemic has decreased, ~~this-it~~ is still massive and cannot be separated from affecting the marketing performance of cafés and restaurants. Social media has become a necessity for every individual, especially consumers. Thus, business owners assume to create interesting content to get many followers. With a large volume of followers, it becomes an asset that can support business continuity and always maintain marketing performance from time to time.

Academic limitations refer to the distribution of questionnaires, which are still concentrated in a few regional clusters. Given that the respondents were addressed online, the researchers could not control them and only focused on café and restaurant enterprises ~~to-that would~~ participate. For this reason, future research directions are committed to developing data patterns that make it more possible for café and restaurant businesses to engage offline. In order for similar studies to have optimal empirical ~~studiesresults~~, the management can consider collaborating with consumers. Another weakness lies in data compilation. Ideally, the survey can extract two different periods. In this case, the data coverage can be expanded by comparing pre-pandemic with post-pandemic.

The authors also recommend, from a managerial perspective, ~~to-improve~~ improving marketing channels to be more creative. This requires not only innovation in digital terms, but also more competent product development. Besides, given the intense market competition and competition for consumers in each region, ~~it can also~~

pays attention to the quality of skilled services. For an integrated business, an agenda, relevant materials, and solutions are required. Learning from this study, combining social media and customer networks into business input is a rational way of thinking.

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APPENDIX

Questionnaires items:

Table A-1. Profile of informant

No.	Label	Informations*
1.	Position	() Owner's family; () Barista; () Business development lead Founder; () General manager; () Employee; () Cashier; () Head of restaurant; () Kitchen; () Manager; () Marketing; () Owner; () Purchasing; () Secretary; () Sosial media specialist; () Supervisor
2.	Region	() Bali; () Bangka Belitung; () Banten; () DI Yogyakarta; () DKI Jakarta; () West Java; () Central Java; () East Java; () West Kalimantan ; () East Kalimantan; () NTB; () Riau; () South Sulawesi ; () Central Sulawesi; () South Sumatra; () Maluku
3.	Experience	() 3 years; () 4 years; () 5 years; () 6 years; () 7 years; () 8 years
4.	Employees	() < 5; () 6–10; () 11–15; () 16–24
5.	Turnover (pre-pandemic)	() < 10 million; () 10–25 million; () 26–50 million; () 51–100 million; () 101–300 million; () >300 million
6.	Turnover (post-pandemic)	() < 10 million; () 10–25 million; () 26–50 million; () 51–100 million; () 101–300 million; () >300 million
7.	Turnover analysis	() Up; () No changes; () Down
8.	Social media use	() Facebook; () Instagram; () WhatsApp; () Twitter; () Youtube; () TikTok; () LinkedIn
9.	Popular platforms	() Facebook; () Instagram; () WhatsApp; () Twitter; ()

		Youtube; () TikTok; () LinkedIn
10.	Followers	() <1,000; () 1,001–10,000; () 10,001–100,000; () 100,001–1,000,000; () > 1,000,000
11.	Post	() <100; () 101–500; () 501–1,000; () > 1,000
12.	Likes	() <100; () 101–500; () 501–1,000; () > 1,000
13.	Commeting	() <100; () 101–500; () 501–1,000; () > 1,000

Notes:*Select one.

Table A-2. Dimensions on SME

Code	Indicators
SME.1	We consistently upload content on restaurant/cafe social media accounts.
SME.2	We strive to creating content that fits the type of customer.
SME.3	We always monitoring how followers respond to uploaded content.
SME.4	We regularly broadcast live on social media to be able to interact directly with followers and distribute vouchers.

Table A-3. Dimensions on PDI

Code	Indicators
PDI.1	We try to implement innovation in services according to health procedures.
PDI.2	We implement protocols that support product quality while remaining hygienic.
PDI.3	We partner with product delivery services to earn consumer trust.
PDI.4	We also set up our own delivery fleet for consumers who don't want to order products through other delivery services, so that it's saving costs.

Table A-4. Dimensions on MP

Code	Indicators
MP.1	Business turnover remains consistent, not affected by the pandemic.
MP.2	Customers are increasing from time to time even during a Covid-19.
MP.3	We have loyal customers.
MP.4	Despite the pandemic, the number of visits to cafes/ restaurants has not decreased.
MP.5	In the Covid-19 era, the average purchase per consumer has not changed significantly.

Table A-5. Dimensions on CP

Code	Indicators
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CP.1	By collaborating with payment systems such as e-wallets, it will further increase transactions.
CP.2	The availability of electronic payment machines in cafes/ restaurants facilitates transactions for consumers.
CP.3	By working with payment methods (eg OVO, shopeepay, gopay, etc.) it makes transactions easier and more flexible.