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## Article

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

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## MARKETING | RESEARCH ARTICLE

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

Rahmawati Rahmawati<sup>1\*</sup>, Syarifah Hidayah<sup>1</sup> and Ardi Paminto<sup>1</sup>

**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 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 café and restaurant management. Systematics and data interpretation via SEM-PLS. The empirical output proves that product delivery innovation and cashless payments have no impact on marketing performance. Uniquely, social



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## PUBLIC INTEREST STATEMENT

Covid-19 has shaken the solidity of the economy in many cases. With the characteristics of F&B enthusiasts from across generations, it becomes a challenge for entrepreneurs. Based on these assumptions, this paper focuses on building F&B. Within the scope of PDI, CP, SME, and MP, an evaluation is needed that focuses on 146 outlets spread across major cities in Indonesia. Even though the location hasn't changed, F&B has revitalized payment methods, service strategies, and the use of social media during a pandemic. By transforming the three attributes in the marketing chain, only SME is relevant to driving MP. Besides that, SME also plays an important role in moderating PDI and CP to increase MP. Given the crucial position of SME, the results of this paper are a systematic experience for business actors to be consistent in pushing for other components and not separate contributions from one another.

media engagement actually has an impact on marketing performance. Besides that, product delivery innovation and cashless payments through social media engagement have an impact on marketing performance. The emergence of COVID-19 in Indonesia shows that social media trends can develop a harmonious relationship between producers and customers. Going forward, the findings of this study have the obsession of promoting a more complex literary lens.

**Subjects:** Design; Packaging; South Asian Culture & Society; Economic Psychology; Consumer Psychology; Psychological Science; Entrepreneurship; Marketing; Primary Industries

**Keywords:** cashless payment; social media engagement; food and beverages; marketing performance; product delivery innovation

## 1. Introduction

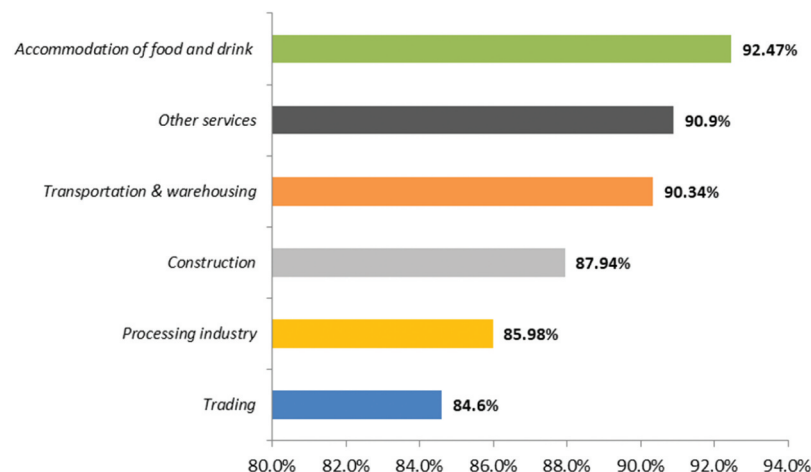
The COVID-19 pandemic, which began in early 2020, has disrupted systems in almost all parts of the world, including Indonesia. There are several alternative options to prevent the spread of the infection, including social restrictions within the scope of schools, offices, campuses, companies, and public 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 levels 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 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 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.

The consequences of the economic disruption have caused café and restaurant businesses to seek alternative solutions to continue to exist. There are 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

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

Source: Katadata (2020)



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 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, ShopeePay, and various payment media. In addition, payments are also 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), 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 (2012), 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 is that focuses on OFD to supports cafés and restaurants to boost their marketing performance (Alalwan, 2020; Chavan et al., 2015; & 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 unintegrated 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 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.

## **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 and Ferdinand (2021) concluded that inclusive marketing performance, synergizes at the level of sales, growth, and market share dominance. On the other hand, Hunt and Arnett (2012) argues that marketing performance can bring business success from the sales, market, and financial pillars.

Gao (2010) relates marketing performance to changes in 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).

### **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. (2016) explained 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 build consumer loyalty, marketing planning is needed 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 did not always respond well, it gradually indicated interactions that were building trust. The importance of social media marketing in the midst of uncertain chaos can help businesses 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 it provides a deeper understanding of the products offered (Kemora & Pasaribu, 2023). As a demonstration of the TikTok platform containing certain products that 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 et al., 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 and 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 efforts to gain customer sympathy through content uploaded by the creative team on social media. In general, effective social media engagement can be seen in the likes, comments, and shares of its followers. In content that 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 and Park (2022), Muchardie et al. (2016), and Tajvidi and Karami (2021). On social media, there are positive sensations that are poured out by consumers 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:

**H<sub>5</sub>:** Social media engagement have a significant effect on marketing performance.

### **2.3. Cashless payment**

In the last decade, Indonesians have become accustomed to non-cash payment instruments (Roy et al., 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 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, 2022), in Nigeria (Wali et al., 2014), in Indonesia (Istijanto & Handoko, 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:

**H<sub>2</sub>:** Cashless payments have a significant effect on marketing performance.

**H<sub>4</sub>:** 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 authority and

actually causing havoc. This dilemma must be considered by café and restaurant owners 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, change dining chairs in an open space, and manage food delivery services themselves.

Chen et al. (2009), Davcik and Sharma (2017), Gómez-Prado et al. (2022), MonteroI et al. (2017), and Shin et al. (2022) studied 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:

**H<sub>1</sub>:** Product delivery innovation have a significant effect on marketing performance.

**H<sub>3</sub>:** Product delivery innovation have a significant effect on marketing performance through social media engagement as an intervening variable.

### 3. Conceptual framework

This paper was inspired by Al-Hattami and Gomez Corona (2021), Al-Hattami et al. (2023), and Almaqtari et al. (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.

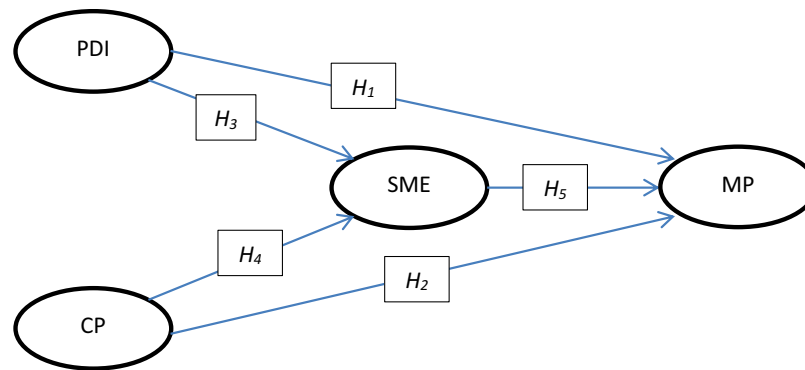
Vigilance against Covid-19, which brings health ratings to the public, is especially needed in light of changes in consumer behavior towards purchasing food and beverage products. At the same time, autonomy limits social activities by the government, reforming business policies to create new formats 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, stop 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 are required. For consumers who join product delivery services, product ordering and delivery are supported by an online application. In fact, cafés and restaurants are also assisted by payment methods via m-banking and e-wallets.

In addition to education provided by the government, concern is also present from business people who learn about all the drastic changes that 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



**Figure 2. Hypothetical framework.**

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



allow food and drink products to be targeted only on social media. Cafés and restaurants develop social media as the main communication standard that channels 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.

## 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 uses a statistical tool, i.e., the Structural Equation Model—Partial Least Square (SEM—PLS) which functions to analyze a series of 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 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 used to evaluate the indirect relationship between exogenous variables and endogenous variables. PDI is a revolutionary thought refined by Al Jabri (2023) and Verma and 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 and Kokkinaki (1997) and Järvinen and Karjaluo (2015) consider MP as one of the signals of business 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 that were distributed to the sample units. The sample mechanism in the data description uses a statistical tool

**Table 1. Scheme and variable limits**

<b>Variables/ abbreviations</b>	<b>Type</b>	<b>Measurement</b>	<b>Literatures</b>
Product Delivery Innovation (PDI)	Exogenous	Various product delivery innovations by cafes or restaurants to continue to exist serving buyers.	Martins and 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 and Khanna (2017), Tee and Ong (2016)
Social Media Engagement (SME)	Intervening	A social media network regularly managed by cafes and restaurants to keep in touch with consumers.	DiGangi and Wasko (2016), Eslami et al. (2022), Trunfio and 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)

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.

#### **4.2. Research Instruments**

In detail, the variable attribute is a questionnaire to measure respondents' perceptions of the variables studied. This questionnaire is divided into three 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.

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).

### **5. Results**

#### **5.1. 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 Tables 2 to 14.

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 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

**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, which is growing in this business.

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

**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 5. Cafe and restaurant employees**

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

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 for around 7 years.

Interestingly, the average number of employees employed in the café and restaurant business is no more than five employees (60%). This indicates that the business experience is still young and 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 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. 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.

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. 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 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: 10001–100,000; 8.2% of respondents with followers: 100,001–1,000,000 and 2.1% of respondents whose followers: > 1,000,000.

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% have uploaded less than 100 content,

**Table 7. Turnover analysis**

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

**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

**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

**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

and 8.2% are very active on social media by uploading more than 1,000 pieces of content. Then, Table 10 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.

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 times and only 0.7% has been commented on by more than 1,000 people. In fact, from the uploaded content, as many as 11.6% responded to 101–500 social media accounts. 1.4% of accounts commented on 501–1,000 times (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 three scopes: 10001–100,000, 100,001–1,000,000, or > 1,000,000, whose consequence is contrast to turnover.

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 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



**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	4
		%	25%	75%	0%	0%	100%
	No chan-ges	N	28	32	11	7	80
		%	35%	40%	14%	9%	100%
	Down	N	17	27	12	5	62
%		27%	44%	19%	8%	100%	
Total		N	46	62	23	12	146
		%	32%	43%	16%	8%	100%

Table 12. Crosstab between turnover fluctuations and the most popular social media						
Turn-over		Social media				Total
		Facebook	Instagram	WhatsApp	YouTube	TikTok
Turn-over	Up	N 0	3	0	0	1
		% 0%	75%	0%	0%	25%
	No chan-ges	N 5	65	3	0	7
		% 6.3%	81.3%	3.8%	0%	8.8%
	Down	N 5	45	2	1	9
		% 8.1%	72.6%	3.2%	1.6%	14.5%
Total	N	10	113	5	1	17
	%	6.8%	77.4%	3.4%	0.7%	11.6%

**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).

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% ( $>0.5$ ).

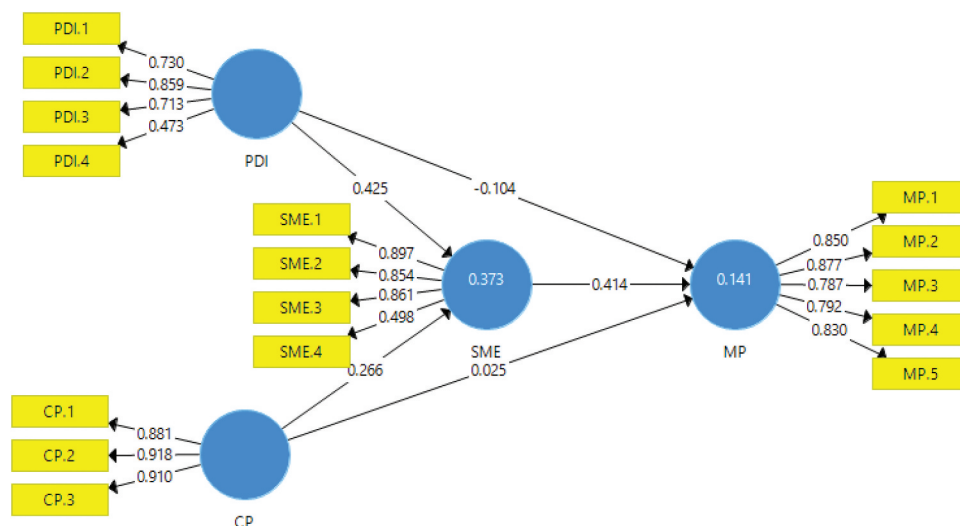
Normally, construct reliability, as reflected by CA and CR, has a measurement standard. For CA, the criteria are that all variables must be above 70% ( $>0.7$ ), and CR is must be greater 60% ( $>0.6$ ). CA scores for each variable were obtained: PDI (0.708), CP (0.887), SME (0.861), and MP (0.885). 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).

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  $<1.96$  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 was 0.367 and the probability was 0.714. Thus, Table 14 finds that the t-test

**Figure 3. Output of SEM and proving the hypothesis.**

Source: Own.



**Table 14. Direct relationship between variables**

Effect	Coefficient	t-test	p	R <sup>2</sup>	Q <sup>2</sup>
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.

<1.96 with  $p > 0.05$ . There is no significant effect of CP on MP, which can be concluded if hypothesis 2 is rejected.

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  $p < 0.05$ . 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 tends to be weak. The diversity in MP can only be explained by PDI, CP, and SME reaching 0.120 and 0.880, which 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 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 indicates that the direct link between PDI, CP, and SME to MP has a competent model.

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  $p < 0.05$ , 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 over a 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.

**Table 15. Indirect relationship between variables**

Effect	Coefficient	t-test	p	R <sup>2</sup>	Q <sup>2</sup>
PDI -> SME -> MP	0.144	2.458	0.014	0.363	0.270
CP -> SME -> MP	0.104	2.264	0.024		

Source: Own.

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” 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 their implementation through monitoring the operating hours of cafés and restaurants, reducing visiting hours for each consumer, and limiting visitor capacity. 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, because they continued to suffer losses.

This regulatory tendency, which has lasted for about two years, has also forced cafés and restaurants to transform towards various innovations 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, drive-in services, open gardens, and channeling service equipment innovations so that the quality of food products remains hygienic 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 with every order. As a consequence, through conditional processes, consumers can improve their experience and understand themselves. Türkeş et al. (2021) explain that the majority of restaurants in Romania focus on sustainability innovation. The blocking of activities during the COVID-19 pandemic 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 are key to increasing the commercial aspect (Fadhila et al., 2021).

Unfortunately, this innovation has proven to have little impact on marketing performance because consumers are not fully informed about it. 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 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 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:

- (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 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 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 for marketing performance if 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 (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, 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) highlight the attitude of Poles 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, 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. In addition to making it easier for customers, 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 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, individuals, and business people in social media content becomes a valuable mobility. Also, two-way communication and interaction are specialized in health emergency prevention institutions. Indonesian SMEs that feature superior products on Instagram also suppress the spread of the pandemic. Customers feel involved 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 multi-dimensional 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 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 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) illustrate that the ability of SMEs in Palu (Indonesia) to operate digital marketing achieves real-time marketing performance added value. Contradictively, Giantari et al. (2023) 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 and 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 and 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; 2022b) justify that the three contents above can open and bring about a comprehensive digitalization impact across countries, including SMEs in Oman, Pakistan, and Jordan.

## 7. 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 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 the pandemic during and after 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, 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 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 results, 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, 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 can pay 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 A1. 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; ( ) 10001–100,000; ( ) 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 A2. Dimensions on SME**

<b>Code</b>	<b>Indicators</b>
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 A3. Dimensions on PDI**

<b>Code</b>	<b>Indicators</b>
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 A4. Dimensions on MP**

<b>Code</b>	<b>Indicators</b>
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 A5. Dimensions on CP**

<b>Code</b>	<b>Indicators</b>
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.