

THE INFLUENCE OF ENTREPRENEURIAL MARKETING ON THE LOCAL CULINARY UMKM INDUSTRY IN MAKASSAR CITY

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Received : 21 June 2025

Revised : 29 June 2025

Accepted : 19 July 2025

Published : 17 August 2025

DOI : <https://doi.org/10.54443/morfai.v5i2.3863>

Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/3863>

Abstract

The purpose of this research is to examine how certain aspects of entrepreneurial marketing (EM) affect the success of MSMEs in the food service industry in Makassar City. Data were analyzed using Structural Equation Modeling (SEM) with Smart-PLS. The study approach included administering a questionnaire using a five-point Likert scale. One hundred sixty-seven culinary MSMEs were chosen at random for the study. From what we can see, EM has a significant and positive impact on the production, market, inventive, and financial performance of MSMEs in the culinary industry. The analysis's T-statistic and P-value demonstrate that EM boosts performance in producing (O=0.931, T=78.263, P=0.000), selling (O=0.897, T=52.661, P=0.000), coming up with new ideas (O=0.885, T=38.155, P=0.000), and managing money (O=0.622, T=10.792, P=0.000). To be clear, neither market performance nor innovation performance has a statistically significant impact on financial outcomes. Findings suggest that MSMEs in the culinary industry in Makassar City would fare better if they make good use of EM. For these micro, small, and medium-sized enterprises (MSMEs) to thrive, they must be creative, aggressive, opportunistic, risk-taking, and focused on their customers. To further investigate the potential effects of EM activities on different performance metrics in culinary MSMEs, future studies should gather data from a broader range of locales. Furthermore, it is essential to study how big culinary enterprises use EM and to find out what techniques culinary MSMEs use that work.

Keywords: *Performance Dimensions, Entrepreneurial Marketing, Culinary MSMEs.*

INTRODUCTION

40% of the total value generated to food supply chains worldwide comes from local and traditional food systems (UNCTAD, 2021). The widespread conviction in the many advantages of local food systems has led governments and civil society groups to promote them as change agents in the last few decades (Enthoven & Van den Broeck, 2021). The goal is to create food systems that are more inclusive, resilient, and sustainable. Opportunities and threats abound in the local food sector for small and medium-sized businesses (SMEs), which must adapt to new circumstances while still meeting basic needs like staying in business, expanding, and making a profit (Berti & Mulligan, 2016). Despite their little size, SMEs have considerable influence over the local culinary industry and need marketing approaches that are uniquely suited to their circumstances (Najib et al., 2020; Perez-Caselles et al., 2020). Many would-be company owners gravitate toward small-scale (or micro) enterprises because of the prevalence of tiny industries inside SMEs (Dewi & Christian, 2017). A new strategy that places an emphasis on client orientation, innovation, and agility is gaining traction in the local culinary industry: entrepreneurial marketing (EM) (Hadiyati & Hendrasto, 2021; Teguh et al., 2021). EM helps small and medium-sized enterprises (SMEs) improve their business performance by creating value via innovation in response to stakeholders' and consumers' changing demands (Sulistyo & Ayuni, 2020).

Even though EM is crucial for SMEs, there is a lack of research that really looks at how it affects performance, particularly in the local culinary industry. Furthermore, there is a dearth of sufficient research in the local culinary business about marketing techniques and innovation. Consequently, the purpose of this research is to examine how different EM variables affect the performance of local SMEs in the culinary industry in Makassar. Specifically in Makassar City, Micro, Small, and Medium Enterprises (MSMEs) play a significant role in the Indonesian economy, particularly in terms of job creation, income growth, and local economic development (Aliyah, 2022; Munthe et al., 2023; Wahyunti, 2020). Many micro, small, and medium-sized enterprises (MSMEs) in Makassar City's culinary sector continue to encounter marketing hurdles, despite the sector's cultural and culinary

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richness, which must be protected. To better compete in the market and increase their performance, local culinary MSMEs may benefit from entrepreneurial marketing's aggressive, proactive, and innovative strategy (Alqahtani et al., 2022; Crick et al., 2020; Lopes et al., 2021).e.

LITERATURE REVIEW

Entrepreneurial Marketing & SMEs

Almost every big corporation began off as a small or medium-sized business (SME) (Rachman et al., 2023). The amount of workers or assets typically determines what a SME is (Kiyabo & Isaga, 2020). In Indonesia, small and medium-sized businesses (SMEs) must meet certain requirements. For example, they must have a revenue of no more than IDR 300,000,000 and assets of no more than IDR 50,000,000, not including land and buildings used for business (Suyanto & Kurniawan, 2019). Researchers' biggest concern right now is that standard marketing strategies don't always work for new businesses. When an entrepreneur wants to find new possibilities but doesn't have a lot of money, they need to utilize an entrepreneurial strategy to deal with the uncertainty (Townsend et al., 2018).

The ideas behind the words "marketing" and "entrepreneurship" have various implications when it comes to comprehending Entrepreneurial Marketing. Entrepreneurial Marketing is typically used to talk about marketing for new enterprises that are developing quickly (Adel et al., 2020). Entrepreneurial Marketing also comprises marketing operations that are only for small and medium-sized businesses (Susanto et al., 2023). Jones et al. (2015) say that Entrepreneurial Marketing is a lot like Entrepreneurial Marketing attempts that are unexpected, don't follow a straight path, and are full of opportunity. Entrepreneurial Marketing is a marketing function that looks at new ideas, taking risks, being proactive, and looking for chances no matter what resources are available (Bachmann et al., 2021).

According to Cui and Bell (2022), Entrepreneurial Marketing is the act of marketing with an entrepreneurial attitude. Entrepreneurial Marketing is the active search for and use of opportunities to acquire and retain profitable consumers by using new ways to manage risk, utilize resources, and create value (Morris et al., 2002). Khourouh et al. (2020) say that EM may provide a company an edge over its competitors by employing creative thinking as a weapon.

Entrepreneurial Marketing (EM) has been shown in several studies to help small and medium-sized businesses (SMEs) do better. Alqahtani et al. (2022) discovered that EM has a big effect on corporate results, particularly when it comes to producing value. Isichei et al. (2020), on the other hand, found that certain EM traits, such as proactive, inventive, customer-focused, and good at using resources, are linked to SMEs' ability to come up with new ideas. Becherer et al. (2012) did another research that found that small enterprises who have to deal with problems in their surroundings tend to use more EM. This may help them get a bigger proportion of the market.

Also, Al-Manasra et al. (2013) discovered that EM is directly linked to a number of performance parameters in the hotel business in Jordan, including as service quality, competition, cost reduction, and customer happiness. Bigliardi (2013) also said that small and medium-sized businesses (SMEs) who are very innovative in addressing consumer requirements, competing with other businesses, and using new technology tend to do well financially. Other research shows that new factors like objectives, practices, procedures, and people might be more important than old ones like product, pricing, location, and promotion when it comes to successful marketing strategies in EM (Sadiku-Dushi & Ramadani, 2019). Lastly, Franco et al. (2014) say that marketing in small and medium-sized businesses (SMEs) is often informal and reactive, focused on answering market requirements and possibilities via direct interaction with consumers and partners, as well as through basic public relations.

Local Culinary Industry

There are numerous studies examining the impact of entrepreneurial marketing on the success of local culinary businesses. The work of Rezvani and Fathollahzadeh (2020) is a necessary research that looks closely at the idea of entrepreneurial marketing in small and medium-sized enterprises (SMEs). They emphasized the importance of being proactive, creative, and flexible in promoting goods or services. These are the main ideas behind an entrepreneurial marketing strategy (Utami, C. W, 2017).

Hanaysha (2023) also spoke about the problems and chances that small and medium-sized local restaurants confront in the context of local cuisine. They stressed how important it is for local restaurants to be more visible and competitive in the face of competition from major brands and multinational food chains. On the other hand, Rajput's (2011) study looked at how marketing techniques affect the success of small and medium-sized enterprises, particularly local restaurants. Their findings revealed that effective marketing strategies can help a firm develop and increase its revenue. Nguyen and Hilmi (2020) also looked at how entrepreneurial marketing can be applied in the

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food sector. They emphasized the importance of food firms developing new products, differentiating themselves from competitors, and engaging customers in their operations to gain a competitive edge.

The literature analysis that looked at the performance of local restaurants also shows that performance is a multifaceted concept. Different ways of measuring corporate success lead to studies that look at different parts of performance. Some of Khan et al.'s (2021) research concentrates more on financial success, while others focus on production performance (Dora et al., 2013), market performance (Andersson et al., 2017), or inventive performance (Widjajanti & Sugiyanto, 2018). This study looks at four areas of corporate success: financial performance, production performance, market performance, and inventive performance. This is similar to the research done by Gunday et al. (2011).

This research examines four key financial indicators to assess a business's financial performance: return on sales (ROS), return on assets (ROA), overall profitability, and cash flow (excluding investments). Businesses utilize ROS and ROA the most to figure out how profitable their aims are. There are four signs of good production: flexibility, cost and speed of output, and quality of compliance. Customer happiness, total revenue, and market share are all signs of how well a market is doing. Lastly, innovative performance is the sum of all the things a company does well because of its business innovations, such as new goods, processes, and organizational structures (Cengiz et al., 2018). Also, this study took place in Makassar, which adds another piece of information.

This study site is essential because Makassar has its own distinctive features and dynamics in the local culinary sector, which might impact how well entrepreneurial marketing methods work and how well local culinary businesses do in the area. This study is anticipated to provide players in the local culinary sector in Makassar more useful and in-depth information by taking into account the local context. It will also add to the body of academic research on company performance and entrepreneurial marketing. Sadilek's (2019) study looked at how consumers choose between local and foreign brands when it comes to food. They discovered that people's choice for local food mainly was based on their knowledge of sustainability, the variety of products, and the quality of the raw resources. This literature review shows that using entrepreneurial marketing strategies in local food businesses can have a significant impact on the business's performance. Further research is necessary to understand the industry's operations and identify ways to support small and medium-sized businesses in a competitive market.

CONCEPTUAL FRAMEWORK

The Resource Based View (RBV) idea (Barney & Arian, 2005) says that a company's resources may provide it a long-lasting competitive edge if they are valued, scarce, and irreplaceable. Firm resources encompass everything a company has, including its assets, procedures, skills, information, and expertise, which collectively help it perform better. In other words, RBV posits that developing key organizational skills provides a competitive advantage (Barney et al., 2021).

Function-based capabilities are the most common kind of marketing capability (Javidan et al., 2010). Specifically, four skills are market orientation, entrepreneurship, innovation, and organizational learning, which can improve performance by giving you a positioning advantage. So, since the dimensions of EM come from entrepreneurship (being proactive, focusing on innovation, looking for opportunities, and taking measured risks), guerrilla marketing (using resources), or market orientation (focusing on customers and creating value) (Morris et al., 2002), they can be thought of as skills that could affect how well a company does (Dewi, 2016). This study's conceptual framework is built on seven EM dimensions and four characteristics of company performance, as was said before. A lot of research has shown that a company's financial outcomes come from various non-financial results (Han, 2012; Hegazy et al., 2022; Lariviere et al., 2016). So, the research hypothesis is (Figure 1): Therefore, the research hypothesis is (Figure 1):.

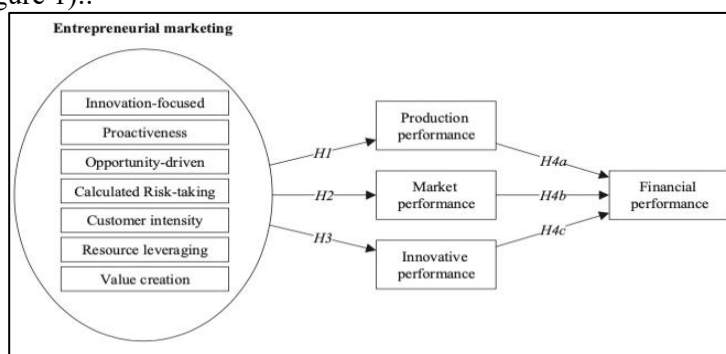


Figure 1 Framework

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Based on Figure 1, the hypothesis in this study is:

H1: Entrepreneurial Marketing has a positive effect on production performance in local culinary small and medium enterprises.

H2: Entrepreneurial Marketing has a positive effect on market performance in local culinary small and medium enterprises

H3: Entrepreneurial Marketing has a positive effect on innovative performance in local culinary small and medium enterprises.

H4: Entrepreneurial Marketing has an impact on financial performance in local culinary small and medium enterprises.

H4a: Production performance has an impact on financial performance in local culinary small and medium enterprises

H4b: Innovative performance impacts financial performance in local culinary small and medium enterprises

H4c: Market performance has an impact on financial performance in local culinary small and medium enterprises

METHODS

The population of this study includes all local culinary Micro, Small and Medium Enterprises (MSMEs) in Makassar City. The list of local culinary MSMEs is available through official data from the Makassar City Cooperative and SME Office. Sampling was conducted using a simple random sampling method to ensure good representativeness of the population. All MSMEs sampled in this study have been operating for more than one year, so the variable of business age does not need to be controlled further. In this study, 167 local culinary MSMEs were selected as the research sample. This sample size was determined based on calculations that ensured adequacy for valid and representative statistical analysis, although it did not use Cochran's sample size formula for an infinite population due to the smaller, defined population size. The descriptive characteristics of the sampled local culinary MSMEs show variations in the type of cuisine offered, business location, and scale of operation. The majority of them fall into the micro and small enterprise category, with fewer than 20 employees. In addition, most of these MSMEs operate in downtown and tourist areas, signifying the importance of strategic location in the culinary business.

In this study, a questionnaire was used as the main tool to collect data. The questions in the questionnaire were designed based on a five-point Likert scale, which allows respondents to indicate their level of agreement or disagreement with the given statements. To measure the performance of local culinary MSMEs in Makassar City, a measurement tool was developed based on the questionnaire of Gunday et al. (The data collected was then analyzed using the Structural Equation Modeling (SEM) method with the Smart-PLS tool. SEM was chosen because of its ability to examine the relationship between latent and manifest variables simultaneously, as well as address multicollinearity issues that may occur in survey data. The Smart-PLS tool was used because of its superiority in analyzing data with relatively small samples and non-normal data distribution.

RESULTS AND DISCUSSION

The study found that 167 MSMEs in Makassar City took part. The findings of this investigation demonstrate that the Cronbach's alpha value is higher than 0.7, which means that the data is consistent. The AVE value is more than 0.5, which suggests that the measurement model is quite reliable. Following the Fornell-Larker criterion, discriminant validity was confirmed by showing that the AVE value is higher than the correlation between constructs. This means that the discriminant validity is correct.

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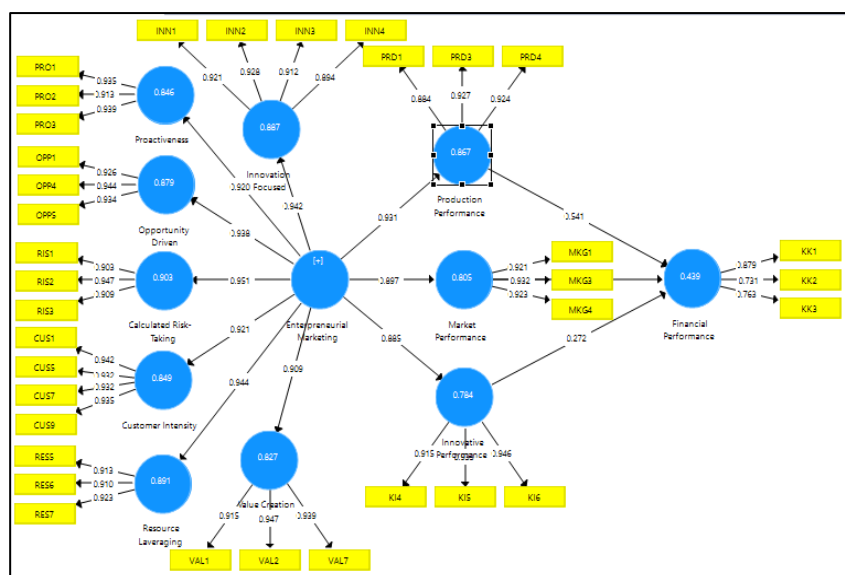


Figure 2 SEM Model

Table 1 Outer Loading

Variable	Dimension	Measurement Item	Factor Loading	Validity
Entrepreneurial Marketing	Innovation Focused	INN1	0.921	Valid
		INN2	0.928	Valid
		INN3	0.912	Valid
		INN4	0.894	Valid
	Proactiveness	PRO1	0.935	Valid
		PRO2	0.913	Valid
		PRO3	0.939	Valid
	Opportunity Driven	OPP1	0.926	Valid
		OPP4	0.944	Valid
		OPP5	0.934	Valid
	Calculated Risk-Taking	RIS1	0.903	Valid
		RIS2	0.947	Valid
		RIS3	0.909	Valid
	Customer Intensity	CUS1	0.942	Valid
		CUS5	0.932	Valid
		CUS7	0.932	Valid
		CUS9	0.935	Valid
	Resource Leveraging	RES5	0.913	Valid
		RES6	0.910	Valid
		RES7	0.923	Valid
	Value Creation	VAL1	0.915	Valid
		VAL2	0.947	Valid
		VAL7	0.939	Valid
Production Performance		PRD1	0.884	Valid
		PRD3	0.927	Valid
		PRD4	0.924	Valid

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Variable	Dimension	Measurement Item	Factor Loading	Validity
Market Performance		MKG1	0.921	Valid
		MKG3	0.932	Valid
		MKG4	0.923	Valid
Innovative Performance		KI4	0.915	Valid
		KI5	0.933	Valid
		KI6	0.946	Valid
Financial Performance		KK1	0.879	Valid
		KK2	0.731	Valid
		KK3	0.763	Valid

Table 2. Construct Reliability and Validity

Time	Cronbach's Alpha	Rho-A	Composite Reliability	Average Variance Extracted (AVE)
Calculated Risk-Taking	0.909	0.909	0.943	0.846
Customer Intensity	0.952	0.952	0.965	0.874
Entrepreneurial Marketing	0.984	0.984	0.985	0.744
Financial Performance	0.771	1.002	0.835	0.630
Innovation Focused	0.934	0.934	0.953	0.835
Innovative Performance	0.923	0.924	0.951	0.867
Market Performance	0.916	0.918	0.947	0.856
Opportunity Driven	0.928	0.928	0.954	0.874
Proactiveness	0.921	0.921	0.950	0.863
Production Performance	0.898	0.899	0.937	0.831
Resource Leveraging	0.904	0.905	0.940	0.838
Value Creation	0.926	0.927	0.953	0.871

We examined reliability by looking at the outcomes of Cronbach's Alpha (CA) and Composite Reliability (CR). The CA and CR values for all of the latent variables are higher than the suggested standard value of 0.70, as shown in Table 2. These values are higher than 0.70, which means they are reliable. Convergent validity and discriminant validity are two ways to assess validity. The Average Variance Extracted (AVE) value is a way to check for convergent validity. If the value is more than 0.50, it is deemed to be valid—table 2. The AVE values for all variables exceed 0.50, indicating that all variables are viable for study, and further testing may be conducted since the measures are reliable and valid. You can determine if there is any discrimination by checking the Fornell-Larker Criterion value on HTMT. The Fornell-Larker Criterion measurement shows that a variable's correlation with itself can't be lower than the correlation of other variables. The Fornell-Larker Criterion measurement on HTMT gave the following findings (Hair et al., 2017):

Table 3 Fornell-Larker Criterion

	Calculated Risk-Taking	Customer Intensity	Entrepreneurial Marketing	Financial Performance	Innovation Focused	Innovative Performance	Market Performance	Opportunity Driven	Proactiveness	Production Performance	Resource Leveraging	Value Creation
Calculated Risk-Taking	0.951											
Customer Intensity	0.906	0.935										
Entrepreneurial Marketing	0.920	0.921	0.863									
Financial Performance	0.632	0.698	0.669	0.794								

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	Calculated Risk-Taking	Customer Intensity	Entrepreneurial Marketing	Financial Performance	Innovation Focused	Innovative Performance	Market Performance	Opportunity Driven	Proactiveness	Production Performance	Resource Leveraging	Value Creation
Innovation Focused	0.859	0.793	0.942	0.581	0.914							
Innovative Performance	0.813	0.740	0.885	0.614	0.907	0.931						
Market Performance	0.822	0.768	0.897	0.594	0.893	0.903	0.925					
Opportunity Driven	0.873	0.793	0.938	0.592	0.902	0.867	0.871	0.935				
Proactiveness	0.847	0.763	0.920	0.541	0.915	0.859	0.855	0.912	0.929			
Production Performance	0.876	0.847	0.931	0.653	0.879	0.859	0.896	0.873	0.847	0.912		
Resource Leveraging	0.874	0.875	0.944	0.657	0.861	0.812	0.837	0.840	0.825	0.895	0.916	
Value Creation	0.844	0.860	0.909	0.654	0.797	0.776	0.806	0.807	0.747	0.860	0.892	0.934

Table 3 shows that each construct is different enough from the other variables in the model. The squared factor loadings for each latent variable are higher than the correlations between them. For instance, the squared loading factor for Calculated Risk-Taking is 0.951, which is higher than the correlation with other variables. The other variables in the model are the same. These results give us confidence that the model's structure is stable and that the confirmatory analysis can clearly show the differences between each latent variable. So, the Fornell-Larker Criterion Table's findings show that the model is reliable for measuring the suggested constructs.

Table 4. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Entrepreneurial Marketing -> Production Performance	0.931	0.931	0.012	78.263	0.000
Entrepreneurial Marketing -> Market Performance	0.897	0.897	0.017	52.661	0.000
Entrepreneurial Marketing -> Innovative Performance	0.885	0.887	0.023	38.155	0.000
Entrepreneurial Marketing -> Financial Performance	0.622	0.634	0.058	10.792	0.000
Production Performance -> Financial Performance	0.541	0.531	0.142	3.805	0.000
Market Performance -> Financial Performance	-0.136	-0.129	0.183	0.741	0.459
Innovative Performance -> Financial Performance	0.272	0.286	0.191	1.422	0.156

Using the Smart-PLS software and the SEM (Structural Equation Modeling) approach, the study finds that five out of seven hypotheses examined have a positive and significant impact, while two do not. Firstly, the hypothesis about the effects of Entrepreneurial Marketing (EM) on production performance displays the following statistics: P-value 0.000, STDEV 0.012, O 0.931, M 0.931, T 78.263, and T-Statistic 78.263. This demonstrates a very considerable effect, suggesting that EM greatly enhances the output of MSMEs in Makassar's culinary sector.

Another important finding is that EM significantly affects market performance (O=0.897, M=0.897, STDEV=0.017, T-Statistic=52.661, P=0.000). Thus, it is clear that the EM approach substantially boosts the market performance of MSMEs in the culinary industry.

EM has a beneficial effect on inventive performance (O=0.885, M=0.887, STDEV=0.023, T-Statistic=38.155, P=0.000). This proves that EM is a powerful tool for fostering innovation in Makassar's food service industry.

Finally, with an O value of 0.622, M of 0.634, STDEV of 0.058, T-Statistic of 10,792, and P-value of 0.000, EM positively impacts financial performance. Although the impact is less significant when compared to other factors, this outcome is very important.

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Furthermore, the O-value is 0.541, M is 0.531, STDEV is 0.142, T-Statistic is 3.805, and P-value is 0.000, all of which indicate that production performance positively and significantly affects financial performance. As a result, MSMEs' financial performance will be positively impacted by an increase in production performance.

The data do not support the hypothesis that market performance affects financial performance; O-value = -0.136, M = -0.129, STDEV = 0.183, T-Statistic = 0.741, and P-value = 0.459.

These findings suggest a lack of correlation between the financial success of culinary MSMEs in Makassar and their efforts to improve market performance. With an O-value of 0.272, M of 0.286, STDEV of 0.191, T-Statistic of 1.422, and P-value of 0.156, the hypothesis about the influence of inventive performance on financial success is also negligible. This provides further evidence that innovation is crucial, but that it does not have a substantial enough effect on financial success to warrant further investigation.

DISCUSSION

Contributing significantly to the literature on marketing and MSME performance, this study examines local culinary MSMEs in Makassar City. Marketing strategies based on entrepreneurial marketing (EM) significantly impact the inventive performance and market performance of local culinary MSMEs, according to the findings of the study utilizing the SEM approach with Smart-PLS. This confirms what other studies have shown: that small companies with few resources benefit most from entrepreneurial marketing (Becherer and Helms, 2016).

According to Simpson et al. (2011), one of the biggest challenges that Makassar's culinary MSMEs have is dealing with unstable markets and limited resources. Nonetheless, these obstacles might be better surmounted by MSMEs via creative marketing strategies. For small businesses, especially those in the culinary industry, marketing innovation is crucial (Abd-Talib & Abd-Razak, 2013; Kusuma, et.al., 2018). This research found that EM helps culinary MSMEs in Makassar improve their market and innovation performance. Nevertheless, there is no proof that EM enhances manufacturing efficiency. The results are in line with those of Sullivan Mort et al. (2012), who likewise discovered that EM methods boost certain but not all parts of company performance.

The impact of EM on creative performance is greater than on market performance, according to this research. According to Morris et al. (2002), this might be because of the EM orientation's emphasis on entrepreneurship rather than traditional marketing. Entrepreneurial orientation-derived EM aspects, such as innovation focus, proactiveness, and measured risk-taking, outperform market orientation-derived dimensions. The seven EM dimensions proposed by Morris et al. (2002) address different facets of entrepreneurialism and underground marketing. One of the seven aspects is taken from entrepreneurial resource enhancement, while four are derived from entrepreneurial orientation (EO): innovation-focused, proactive, opportunity-driven, and measured risk-taking. Customer intensity and value creation are the only two characteristics that may be determined from market orientation (MO). This study not only highlights the importance of these two philosophies but also demonstrates that culinary MSMEs in Makassar achieve greater success when they adopt an entrepreneurial approach. This suggests that MSMEs should incorporate entrepreneurial tactics into their marketing campaigns to enhance their innovative and market performance.

Lastly, the findings confirm that production performance, inventive performance, and market performance impact the financial success of Makassar's culinary MSMEs. The results of this study agree with those of Abdel-Maksoud et al. (2005), Hoque (2005), Fullerton and Wempe (2009), Škrinjar et al. (2008), and Gunday et al. (2008); however, they differ from some of the results of Gunday et al. (2011). Specifically, Gunday et al. (2011) found that manufacturing efficiency had little impact on the business's financial success.

CONCLUSIONS AND IMPLICATIONS

Successful execution of Entrepreneurial Marketing (EM) operations is essential for local culinary MSMEs in Makassar City to attain greater performance, according to this study. Analysis of culinary MSMEs' production, market, inventive, and financial performance reveals that EM significantly and positively affects all four. This suggests that, on the whole, MSMEs will do better if they are creative, proactive, opportunistic, risk-taking, and customer-oriented.

To overcome the obstacles posed by an ever-changing environment and seize the possibilities presented by the culinary business, MSMEs in Makassar City's culinary sector must adopt many EM aspects. To boost their inventive performance, these companies must persistently seek out new ideas and encourage creativity via the use of tools like mind mapping and brainstorming sessions. To boost their financial performance, MSMEs should invest in new initiatives, such as introducing new products, penetrating new markets, or adopting new technologies, with a focus on ventures that carry a modest level of risk. The local culinary MSMEs in Makassar City are the subject of this research, which seeks to understand the link between EM and their performance.

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To gain a more comprehensive understanding of the impacts and outcomes of EM operations in the food service sector, future studies should broaden their scope by collecting data from multiple locations. Further investigation into the "how" of EM operations influencing different performance metrics in MSMEs in the culinary industry is warranted. To help other MSMEs in the culinary industry improve their performance, we need more studies on the various EM methods that successful MSMEs have employed. Several academics have argued that EM has advantages for both big and small businesses. To better understand how EM can be used to help more people, it's possible to conduct a similar study on large food corporations.

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