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Performance of Food and Non-Food SMIS Based on Marketing Entrepreneurs

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Abstract

Small and Medium Industries (SMIs) is a sector that is quite important in playing a variety of economic interests in national development, especially for the creation of new businesses and jobs. This study aims to analyze the effect of entrepreneurial marketing on the performance of food and non-food SMIs as well as analyze the driving factors and inhibitors of SME performance through a balanced scorecard approach. A sample of 200 registered food and non-food SMIs recorded. The method used a survey method, descriptive, and verification research from—data collection through interviews and distributing questionnaires to business actors. The instrument test conducted through validity, reliability, and ordinal scales raised to interval scale using the method of successive interval for path analysis. The results of the study note that all indicators are valid and reliable together (simultaneously) entrepreneurial marketing has a significant and positive effect on the performance of food and non-food SMIs balanced scorecard approach. Partially (concepts, strategies, methods and market intelligence) significantly and positively influences the production of food and non-food SMIs in the balanced scorecard approach, so that the factors driving performance of food and non-food SMIs in the balanced scorecard approach are concepts, strategies, methods and market intelligence, market methods and intelligence. market methods and intelligence.

Keywords*: Entrepreneurship Marketing, Food, and Non-Food SMIs Performance, Balanced Scorecard*

1. Introduction

Small and Medium Industries (SMIs) become one of the essential players in the market. SMIs expected to be a market creator at home and abroad and as one of the vital sources for trade and service balance surpluses or balance of payments (Atkinson et al., 1997; Odoom et al., 2017). To carry out this role, Indonesian SMIs must improve themselves, that is, creating their competitiveness. SMIs has a strategic and vital role in terms of various aspects. First, the number of industries is large and can found in every economic sector. Second, the potential is excellent in creating more employment opportunities when compared to the same investment in a larger scale business. Third, the contribution of SMIs in the formation of the Gross Domestic Product (GDP) is quite significant. Fourth, it has a donation to the

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country's foreign exchange with a reasonably stable export value (Chen et al., 2020; Lee et al., 2016; Malagueño et al., 2018).

SMIs, as the basis of the people's economy, has a direct impact on strengthening economic fundamentals because most of the commercial activities of the Indonesian people are mostly played in industrial units in the scale of SMIs in almost all sectors (Priyono et al., 2020). The strategic contribution of the SMIs sector has made the government continue to develop the growth of Indonesia's SMIs to create economic independence and public welfare. One of the forms of government effort is the one village program, one product that pioneered in 2007, aims to build freedom and local economic prosperity by relying on distinctive and local culture has potential (Alma, 2013). The local pride products that dominate this program are crafts / non-food and food. The processing industry is one of the wheels of the economy, has a large enough ability to produce value-added goods, and absorbs labor—craft / non-food SMIs and food/food, including industrial groups, which are quite progressive in Indonesia (Mutasowifin, 2002; Pujantiyo, 2006).

The government in Bandung-Indonesia has optimized six industrial and trade zones. There are 30 leading industrial in Bandung, with 2760 artisans and 13373 workers (Bandung Industrial Office, 2019), so that the substance of the SMIs sector in the Indonesian economy contributes quite significantly, not only in terms of constructive or increased profitability and welfare of the community but in terms of its role in the absorption of labor or human resources. The government pays attention to SMIs. These are because SMIs has a role in the national economy, while the potential of the industrial sector in Bandung shown in the following table:

Table 1. Potential Industrial Sectors in Bandung in 2018

No	Criteria	Business (Unit)	Labor (People)
1	Large Industry	170	11.269
2	Medium Industry	227	7.567
3	Formal Small Industries	172	52.423
4	Non Formal Small Industry	12.266	43.321
	Amount	**15.835**	**113.580**

Source: Bandung Industrial Agency, 2019

The table above shows that the number of industrial sectors is 15,835 business units, with a total workforce of 113,580 people. Non-formal small industry ranks first with the most significant amount of 12,266 business units with an entire workforce of 43,321 people. Formal small sector with a total workforce of 52,423 people with 172 business units. While it can see for large industries with a total of 170 business units, but for large industrial workers, it can say to have quite a large number when compared to medium enterprises. Based on data (Central Statistics Agency, 2019), it knows that Bandung's Gross Regional Domestic Product growth in 2016 was 7.71%; in 2017, it was 7.63%, and in 2018 it was 7.79% fluctuating. If we compare it to

2018, there was an increase of 0.16%, and this shows that there was an increase in economic growth when compared to 2017.

According to the Department of Industry in Bandung (Bandung Industrial Office, 2019), companies included in the Big Industry are PT. Geoindo Giri Jaya, PT. Atisma Mandiri Sejati, PT. Lapi ITB, PT. Aspros Bodybuilding. For companies or business entities that include in the Medium Industry are the Cigondewah BS (leftover) fabric industry center, Cibuntu tofu industry center, the Pasar Baru jeans and fabric industry center, the Kiaracondong spare parts industry center, the Sukajadi puppet industry center. Companies or business entities that include in the formal small industry are CV Bhakti Nusantara, CV Fillia Agape, CV Mekar Jaya, Cipta Adi Persada, CV Subur Jaya. In contrast, those included in the Non-Formal Small Industry are boiled fish, mattresses, wet cakes, spices, and fried foods.

According to the Ministry of National Industry (2015), there is a growth in the performance of national SMIs, especially the labor-intensive export-oriented sector. The efforts that have made include the growth of new entrepreneurs, the strengthening of certified industrial vocational education, and facilities for granting People's Business Credit. The creative industry contributed around Rp 642 trillion or 7.05% of the total Gross Regional Income (GDP) of Indonesia in 2017, and the biggest contribution came from the culinary sector as much as 34.2%, fashion, or fashion 27.9% and for handicrafts as much as 14.88%.

Bandung City as West Java Province, because it locate close to the Capital City of Jakarta is a strategic potential for economic development and growth and has a large number of SMIs with superior products having the potential to develop and be able to compete as priorities to be developed, so the level of competition faced is very good both quality and quantity. According to the Ministry of Cooperatives and SMEs (2018), the biggest obstacle for SMIs lies in the capital aspect of 40.48%. These show that all SMIs still need a direct touch from the government because the performance of SMIs is not yet optimal.

Data from the Central Statistics Agency (BPS), explains the criteria for a home, SMIs as follows: 1) Home industry (micro) is a business unit with the number of permanent workers up to 4 people; 2) Small industries between 5 and 19 workers; 3) Medium industry from 20 to 99 people; 4) Companies with many workers above 99 people include in the category of large businesses.

It stated that the balanced scorecard is not suitable for executives whose vision is short (Albassami et al., 2019; Bouwman et al., 2019; Martinez-Conesa et al., 2017; Naeini et al., 2019). Today the business world must be able to meet consumer demands because the key stakeholders in modern business are customers who have played a decisive role in defining the performance measures used by organizations. In entrepreneurial marketing is the process of creating and delivering desired goods and services to customers through promotion by communicating and conveying

value to customers via the internet is a global scope or an always active communication network (marketing on websites or e-commerce) based 24/7/365 (24 hours a day, 7 days/week and 365 days/year such as using YouTube or other social media as well as the internet, e-mail or cell phone networks, using Twitter.

2. Theoretical Background

Entrepreneurial marketing is a new concept in marketing that, in the last two decades, has increasingly received significant attention in research and has become a subject for lessons and unique aspects of marketing (Acosta et al., 2018; Joensuu-Salo et al., 2018; Müller et al., 2018). It further stated that entrepreneurial marketing is marketing carried out by entrepreneurs or owner-managers of corporate entrepreneurship. The concept of entrepreneurial marketing focuses on innovation and the development of ideas that are in line with the intuitive understanding of market needs that consist of market concepts, strategies, methods, and intelligence (Hsu et al., 2017; Shibin et al., 2018). Furthermore, entrepreneurial marketing carried out to identify and explore proactive opportunities to obtain and retain customers, which are profitable through innovative approaches to risk management, resource leverage, and value creation. Indicators of entrepreneurial marketing are concepts, strategies, methods, innovation-oriented market intelligence, driven ideas, intuitive estimates of market needs (Chong et al., 2019; Llivisaca et al., 2020).

Viral marketing is the spread of messages and rumors about products through honest and voluntary communication by customers themselves to gain new customers, the use of internet media in viral marketing, for example, in the use of Twitter. An example of viral marketing activity that has taken place in Indonesia is the success of Ma Icih chips in Bandung. This brand is widely known for its use of Twitter, where consumers make testimonials on social media and attract other potential customers to taste the chips.

E-commerce is part of direct marketing practices (zero-level channels in non-conventional distribution channels). Accessibility from the internet makes e-commerce a realistic possibility for entrepreneurs engaged in SMIs. From a macro perspective, a country experiencing high economic growth is a country that has successfully adopted and adapted technology to sustain its economic development. The existence of the website is beneficial to reach the market of high-income and educated young customers (Yalico et al., 2020). A successful website is inviting, easy to navigate, interactive, and offers more value to the user.

It stated that entrepreneurial marketing influences business performance from the level of sales and profit growth. Measurement of financial performance is not enough to describe the actual performance of the company, so the Balanced Scorecard performance measurement method used. The results of the study stated that the ability of entrepreneurial marketing related to competitiveness is reflected

dominantly by the sub-variable concept and market intelligence (Navarro-García et al., 2016; Sondakh et al., 2017). The sub variable concept explains innovation and product diversification, while market intelligence is related to informal networks and market information gathering. Entrepreneurial marketing should base on focusing not on the similarity between marketing and entrepreneurship, but focusing on something unique. That is, a combination of marketing and entrepreneurship can create something different and something new. There are four core dimensions of entrepreneurial marketing and present them in a conceptual framework, namely entrepreneurship, resources, actors, and processes (Iona, 2018; Putri et al., 2019).

Performance measurement with a balanced scorecard approach is a concept that aims to support the realization of the company's vision, mission and strategy by pressing on four studies namely financial perspective (customer), internal business (internal business) and learning and growth (learning and growth) with long-term targets (Manville et al., 2019).

The balanced scorecard emphasizes integrated performance measures and is part of the information system for employees at every level of the organization. The link between marketing entrepreneurship will directly affect the performance to achieve in conducting business that is directly related to the industry (Falle et al., 2016). Through entrepreneurial marketing, business owners can perform a comprehensive evaluation to determine policies appropriately to improve business performance. It stated that marketing and entrepreneurship in small businesses measuring their execution could see from sales and profit growth.

The theoretical structure forms hypothesis as follow: 1) Concept, strategy, method and market intelligence are simultaneously significant towards balance scorecard approach of performance; 2) Concept, strategy, method and market intelligence are partially significant towards balance scorecard approach of performance.

3. Methodology

This study uses a quantitative approach to explain the effect of research variables using path analysis, with entrepreneurial marketing as an independent variable and the performance of SMIs as the dependent variable. Following its objectives, this study designed as a descriptive study and verification. The total sample of 200 food and non-food SMIs business units as a sample of this study. For descriptive studies, the minimum number of samples to be taken is 30 samples per group, and each region takes at least 100 samples per group. In-depth interviews were conducted with related parties to complete the analysis. Secondary data obtain by the Central Statistics Agency, Department of Industry, Trade and Cooperatives, related institutions and documents, and literature studies.

Data collected through a questionnaire process with qualitative and quantitative approaches. The type of questionnaire used was a closed questionnaire with an

ordinal scale raised to an interval scale using the Method of Successive Interval, while the calculations used path analysis (Arikunto, 2010; Mutasowifin, 2002; Sudibyo, 1997).

4. Empirical Findings/Result

Development of the food and non-food industry requires quality and creativity that must compete for food industry products, and non-food should always refer to market developments and evolving consumer behavior. Business actors can patent their work so that other nations do not recognize it as before. Thus it will become a commodity and the main characteristic of the product produced.

4.1 Recapitulation of the description of business actors

The majority of food and non-food businesses are men by 61%, aged 36-45 years by 62%, with high school education by 60%. Marital status is 76%, the business period is more than ten years, which is 65%. Revenue or sales turnover per year is less than Rp. 300,000,000 by 64%, has a business license of 83%, the number of its workforce ranges from 5-19 people by 66%. Not participating in business associations of 70%, and total assets of Rp 100 million - Rp 500 million by 63%. Obtain monthly income of between IDR 50,000,000 - IDR 99,000,000 by 58%. The profit per month is between IDR 10,000,000 - IDR 49.000,000 by 61% and has a trademark/patent of 66%.

4.2 Recapitulation of the assessment of business actors on entrepreneurial marketing and measurement of food and non-food performance balanced scorecard approach

The assessment of business actors on entrepreneurial marketing and performance follows:

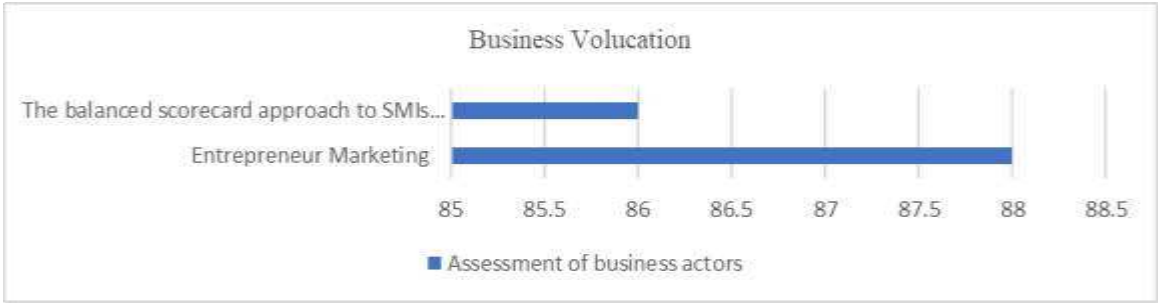

Figure 1. Recapitulation of Business Actors' Assessment of Entrepreneurial Marketing and Performance Measuring for Food and Non-Food SMIs in the Balanced Scorecard Approach

The assessment of food and non-food business actors on entrepreneurial marketing is good with a value of 88%, which is caused by businesses in applying marketing to low cost but SMIs that has a significant impact (low-cost, high impact) through entrepreneurial marketing. The assessment of food and non-food businesses is senior on the performance measurement of the balanced scorecard approach of 86%. These show that the application of financial, customer, internal marketing, and learning and growth is a device to encourage an effort towards long-term ideals.

4.3 Testing the validity and reliability of research instruments

The instrument test results show that the entrepreneurial marketing variables and the performance measurement of the balanced scorecard approach are declared valid because the correlation value is in accordance with the stipulation value, namely $r_{count} > r_{table}$ (0.30), r_{count} value of all instruments > 0.30, then it can be continued to reliability testing (Saifuddin, 1997; Arikunto, 2005). The testing of research instruments shows that the results of all reliable items obtain entrepreneurial marketing and the measurement of the performance of the balanced scorecard approach because they have a Cronbach Alpha > 0.6. In this study, the normality test uses the Kolmogorov-Smirnov test.

4.4 The influence of concepts, strategies, methods and market intelligence in entrepreneurial marketing on the measurement of the performance of food and non-food SMIs in the balanced scorecard approach

To determine the effect of this study, it tested using path analysis. Path coefficient calculation is done with the help of SPSS 24. The results of the path analysis can summarize in the following table.

Table 2 Results of analysis of the path of the influence of X on Y

Independent Variable	Path coefficient (P_{YXi})	T	P-value (Significance)	R^2	E
Concept (X_1)	0.163	2,836	0.005	0.733	0.517
Strategy (X_2)	0.232	3,851	0,000		
Method (X_3)	0.256	4,530	0,000		
Market Intelligence (X_4)	0.329	5,683	0,000		

Source: Research results

The structural model of influence can be described in the path diagram as follows.

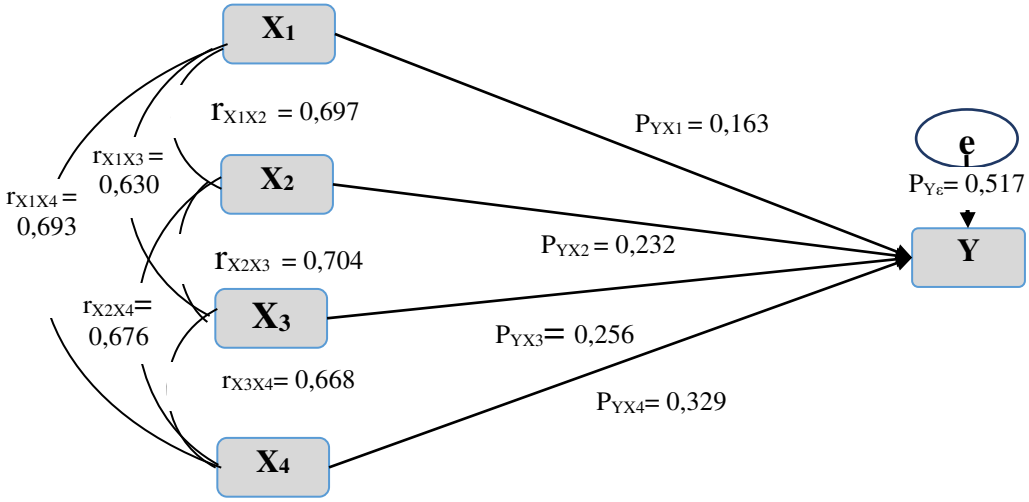

Figure 2. Path Diagram of Structural Model Concepts, Strategies, Methods and Market Intelligence on the Performance of Food and Non-Food SMIs Balanced Scorecard Approach

4.5 Hypothesis test

They did find out the effect of all independent variables on the dependent variable using the F test. In the second stage, a partial test carried out to see the significance of each variable using the t-test.

Testing the influence of concepts, strategies, methods and market intelligence on the performance of food and non-food SMIs in the balanced scorecard approach

The results of the comparison of the test values seen F_{count} of 133,613 is greater than the F_{table} of 2,418. From a significance value of 0,000 less than 0.05, then the error rate of 5% of the test decision is to reject Ho and Ha accepted so that simultaneous, Concepts, Strategies, Methods and Market Intelligence have a significant and positive effect on the performance of food and non-food SMIs in the Balanced Scorecard approach. The amount of influence can see in the following table:

Table 3 Effects of X_1, X_2, X_3 and X_4 on Y

Variable	Path coefficient	Direct Influence	Indirect influence (through)				Total
			X_1	X_2	X_3	X_4	
X_1	0.163	2.65%		2.63%	2.63%	3.71%	11.63%
X_2	0.232	5.37%	2.63%		4.18%	5.15%	17.33%
X_3	0.256	6.57%	2.63%	4.18%		5.63%	19.02%
X_4	0.329	10.80%	3.71%	5.15%	5.63%		25.29%
		Total Influence					73.27%

Source: Research results

Based on the above calculation results, it knows that together (simultaneous) Concepts, Strategies, Methods, and Market Intelligence influence other factors that influence the performance of food and non-food SMIs in the Balanced Scorecard approach of 73.3% and the remaining 26.7% did not enter into the study.

The effect of the concept on the performance of food and non-food SMIs in the balanced scorecard approach

From the path coefficient value obtained, it can calculate the direct impact of the idea on the Performance of food and non-food SMIs in the Balanced Scorecard approach without regard to the strategy obtained by 2.65%. The total effect of the view on the performance of food and non-food SMIs in the Balanced Scorecard approach is 11.63%. The results obtained show that the view supported by three other variables will have a more significant influence on the performance of food and non-food SMIs in the Balanced Scorecard approach. Based on the calculation results obtained by the value $t_{arithmetic}$ concept of the SMIs Performance food and non-food Balanced Scorecard approach, it amounted to 2.836 with 0.005 significance. The value of $t_{arithmetic}$ Concept (2.836) is more significant than t_{-table} (1,972) and a significance value of 0.005 <0.05, then at a level of error of 5%, the test decision is to reject Ho and accept Ha. Thus, the concept has a significant and positive effect on the performance of food and non-food SMIs in the Balanced Scorecard approach. The results of this study provide empirical evidence that the better the concept will make the performance of food and non-food SMIs in the Balanced Scorecard approach higher (Aurelia et al., 2018).

The effect of the strategy on the performance of food and non-food SMIs in the balanced scorecard approach

From the path coefficient value obtained, it can calculate the direct impact of the procedure on the Performance of food and non-food SMIs in the Balanced Scorecard approach obtained by 5.37 percent. The total effect of the plan on the performance of food and non-food SMIs in the Balanced Scorecard approach is 17.33%. Based on the calculation results obtained t_{count} Strategy for the Performance of food and non-food SMIs approaches the Balanced Scorecard approach of 3.851 with a significance of 0,000. The value of $t_{arithmetic}$ Strategy (3.851) is more significant than t_{-table} (1,972) and a significance value of 0,000 <0.05, then the error rate of 5% of the test decision is to reject Ho and accept Ha. Thus that the strategy has a significant and positive effect on the performance of food and non-food SMIs in the Balanced Scorecard approach. The results of this study provide empirical evidence that the better the strategy to make the performance of food and non-food SMIs in the Balanced Scorecard approach is higher (Katsikea et al., 2019).

The effect of the method on the performance of food and non-food SMIs in the balanced scorecard approach

From the path coefficient values obtained can be calculated the direct impact of the technique on the performance of food and non-food SMIs in the Balanced Scorecard approach. The immediate effect of the method on the performance of food and non-food SMIs in the Balanced Scorecard approach obtained at 6.57%. The total impact of the technique on the performance of food and non-food SMIs in the Balanced Scorecard approach is 19.02%. Based on the calculation results obtained by value t_{count} method on the performance of food and non-food SMIs Balanced Scorecard approach amounted to 4.530 with 0.000 significance. The cost of a $_{t\text{-calculated}}$ way (4,530) is higher than t_{table} (1,972) and a significance value of 0,000 <0.05, then the error rate of 5% of the test decision is to reject Ho and accept Ha. Thus that the method has a significant and positive effect on the performance of food and non-food SMIs in the Balanced Scorecard approach. The results of this study provide empirical evidence that the better the method will make the performance of food and non-food SMIs in the Balanced Scorecard approach higher (Haseeb et al., 2019).

The effect of market intelligence on the performance of food and non-food SMIs in the balanced scorecard approach

From the path coefficient value obtained, it can calculate the direct impact of Market Intelligence on the performance of food and non-food SMIs in the Balanced Scorecard approach obtained by 10.80%. The total influence of Market Intelligence on the performance of food and non-food SMIs in the Balanced Scorecard approach is 25.29%. Based on the calculation results obtained t_{count} Market Intelligence on the performance of food and non-food SMIs approaches, the Balanced Scorecard approach of 5.683 with a significance of 0,000. Therefore t_{count} Market Intelligence (5.683) is more significant than t_{table} (1,972) and a significance value of 0,000 <0.05, then at a level of error of 5%, the test decision is to reject Ho so that Ha is accepted. Thus, Market Intelligence has a significant and positive effect on the performance of food and non-food SMIs in the Balanced Scorecard approach. The results of this study provide empirical evidence that the better the Market Intelligence will make the performance of food and non-food SMIs in the Balanced Scorecard approach higher (Mehralian et al., 2017).

5. Discussion

5.1 Interpretation of the effect of entrepreneurial marketing on the measurement of the performance of food and non-food SMIs in the balanced scorecard approach

The results showed that there was an effect of entrepreneurial marketing on the analysis of the performance of food and non-food SMIs in the balanced scorecard approach (Atkinson et al., 1997; Malagueño et al., 2018). Communities in developed countries are well aware of the importance of ideas as assets in economic activity.

Community elements such as communities, governments, educational institutions, and business people collaborate harmoniously in industrial development. Besides, people in developed countries appreciate the difference and copyright protection of a work that encourages the growth of creativity.

So that the performance of SMEs/SMIs can be improved and developed, it must do a number of things, namely developing its marketing objectives, developing its marketing area, setting prices according to packaging, developing its marketing channels, maintaining product characteristics, developing a variety of product and packaging choices, paying attention to desires and consumer needs (Acosta et al., 2018; Chong et al., 2019; Shibin et al., 2018). The balanced scorecard is a management measurement tool that can implement organizational strategic objectives through 4 (four) essential perspectives to improve organizational performance both for the short and long term.

Entrepreneurial interpretations in marketing include consumer orientation versus innovation orientation, arguing that change more often triggered by the existence of new ideas or competitive pressures, not consumer needs that can know with certainty. The initial business is not through market analysis but through intuitive feelings about something that must be needed. Creativity and innovation in product or service development are marketing activities of successful entrepreneurs and not through careful research activities about consumer needs. Entrepreneurial marketing is passion, orientation, and process to seize opportunities with enthusiasm and launch and develop businesses that create customer value through innovation, creativity, sales, market diving, networking, and flexibility (Iona, 2018; Priyono et al., 2020; Putri et al., 2019).

5.2 Interpretation of the influence of concepts on the performance of food and non-food SMIs in the balanced scorecard approach

The results showed that there was an influence of the concept on the performance of food and non-food SMIs in the balanced scorecard approach. Successful and prosperous business practitioners can think creatively and innovatively. Creative is thinking something new and different (thinking new things), and innovation is doing something new and different. Therefore, the nature of business is the ability to imagine something new and different. Innovate for companies through research and development by finding novelty, usefulness, and convenience as added value and competitiveness (Haseeb et al., 2019; Mehralian et al., 2017).

The advantages of added value as a business actor include: 1) adding insight, experience, and ability; 2) build image and right name; 3) expanding business and market networks; 4) multiply the reward. Creativity and innovation have influence entrepreneurial marketing in small businesses. In this way, the performance measurement system can guide the decision-making process and help evaluate past decisions (Sondakh et al., 2017; Yalico et al., 2020).

5.3 Interpretation of the effect of the strategy on the performance of food and non-food SMIs in the balanced scorecard approach

The results showed that there was an influence of the strategy on the performance of food and non-food SMIs in the balanced scorecard approach. A business actor cannot live alone in running his business, but there is a relationship with outsiders both as suppliers, customers, and intermediary traders. The critical key in SMI is marketing which is an activity of researching the needs and desires of consumers to produce goods and services in accordance with the wishes and needs of consumers, determining the price level, promoting product recognition, and distributing products to consumers, so that goods are liked, needed and purchased by consumers (Martinez-Conesa et al., 2017). Marketing research is a means to gather the information that forms the basis of a marketing plan that includes the systematic collection, analysis, and interpretation of data concerning a company, customers, and competitors of a company. Marketing research is not always time-consuming, complicated, or expensive because by applying creativity, entrepreneurs can cheaply conduct useful market research, for example, by making direct observations to the intended market. A model has developed to measure company performance (SMIs), including non-financial measures (Joensuu-Salo et al., 2018).

5.4 Interpretation of the effect of the method on the performance of food and non-food SMIs in the balanced scorecard approach

The results showed that there was an effect of the method on the performance of food and non-food SMIs in the balanced scorecard approach. Any right product, if not informed to consumers, makes the product unknown and not understood so that the work of the company (SMIs) will be in vain. Communication is disseminated not by the company, but by customers, using personal or professional networks, customers need to have high involvement in the product to spread messages. Personal selling communication is also a popular marketing tool in countries city with various constraints on advertising. For example, it is difficult to obtain permission to make comparisons of products made by any advertising in Japan (Hsu et al., 2017; Llivisaca et al., 2020; Müller et al., 2018). Therefore, personal selling is the best way to show a correlation between company products and competing products. Businesspersons usually spend part of their working days in contact with consumers and in interacting with the consumer base in an event as do large companies, even those with the latest technology. Interactive marketing for SMIs contains responsiveness to the ability to communicate and respond quickly to individual consumers.

In developing a comprehensive performance measurement system to build a business model, it is necessary to choose a non-financial measurement that will be used to complete financial analyses and determine the relationship between non-financial and financial. Business actors (SMIs) emphasize the importance of

measuring results such as quality and consumer satisfaction to assess management performance.

5.5 Interpretation of the influence of market intelligence on the performance of food and non-food SMIs in the balanced scorecard approach

The results showed that there was an effect of market intelligence on the performance of food and non-food SMIs in the balanced scorecard approach. The success of a product on the market is not only determined by aspects of quality and price. To be able to compete in the AEC market, superior goods and services are needed. The company or SMI is successful in facing the rapid changes of the moment, and the business world is competing very tightly, the company or SMIs can use information technology effectively. A clear picture of the target market is the beginning of the success of a business, and the concept of marketing also requires market intelligence, namely, the marketing intelligence system is a system that provides data about daily events. Entrepreneurial marketing is an aspect of marketing that emphasizes the needs of the creation and development of networks that can support SMIs (Aurelia et al., 2018; Falle et al., 2016).

The idea of balancing company performance measurement in the financial perspective with a non-financial perspective gave birth to what is called the Balanced Scorecard. One of the successes of the application of the balanced scorecard concept is that business actors can place a person following their talents and expertise because this concept is part of an effort to support the formation of management professionals. Consumer satisfaction is influenced by the quality of SMEs' intimate performance in developing products that have competitive value in the market.

The balanced scorecard is a potential tool for change and continuous improvement. This research is the result of a survey and interview with 69 accounting managers. Therefore a managed performance measure consisting of current performance indicators and drivers of future performance, and financial and non-financial scorecards is to provide a holistic view of what is happening both inside and outside the organization (Naeini et al., 2019; Odoom et al., 2017).

6. Conclusions

Entrepreneurial marketing has a positive and significant effect simultaneously (simultaneously) on the performance of food and non-food SMIs in a balanced scorecard approach. Partially, entrepreneurial marketing variables, which include concepts, strategies, methods, and market intelligence, have a positive and significant effect on the performance of food and non-food SMIs in a balanced approach. The factors driving the production of food and non-food SMIs in the balanced scorecard approach are market concepts, strategies, methods, and

intelligence. In order to improve the performance of food and food SMIs in the balanced scorecard approach, the SMIs must do several things including developing their marketing goals, developing their marketing areas, setting prices according to packaging, developing their marketing channels, maintaining product characteristics, develop a variety of product and packaging choices as well as pay attention to the wants and needs of consumers.

Theoretical implications in this study are entrepreneurial marketing and the performance of the balanced scorecard approach that is owned by food and non-food SMI businesses should maintain and improved in quantity and quality so that it is in line with the expectations of SMIs. The results of this study are expected to strengthen the development of knowledge, especially in the field of management, especially the study of entrepreneurial marketing at SMIs to support the growth and development of science and technology to strengthen competitiveness, the development of the trade and entrepreneurship sector needs to directed to create a reliable and efficient domestic trade system that integrated with the ASEAN economic community (AEC) that is able to increase the competitiveness of superior regional products or quality national products through entrepreneurial marketing. In the face of increasingly open and hypercompetitive global competition, as it is now, every business and company must strive to find advantages to be able to compete. To excel and be able to compete requires creativity and innovation from business people as well as social responsibility, technological advancements, lifestyle and trends, ethics, workforce diversity, unemployment, and population growth. Technological advancements in developed countries have caused changes in lifestyle and patterns. So businesses must respond and adjust.

The limitations of this study only use a relatively small sample (200 respondents) from Bandung, so the results are not optimal, and future research can direct innovation and creativity in the hope that more perfect results can obtain.

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