

Business Strategy and Sales Performance on Plant-Based Restaurant: An Exploration of Mediating Variable

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Abstract

This research aims to explore variables that mediate the influence of business strategy on sales performance in Plant-Based Restaurants (PBR) and the results of exploration are tested empirically using a quantitative approach. The theory of business strategy underlies the conceptual framework between strategy, organizational agility and performance of plant-based restaurants. This research uses mixed research method. The qualitative study (Phase 1) using thematic analysis were followed by a quantitative study (Phase 2) using multiple linear analysis and path analysis. The results of Phase 1 are a conceptual framework and some hypotheses. The results of Phase 2 are conclusions that confirm the results of Phase 1. The overall results conclude that innovation strategy, marketing strategy and organizational agility significantly have a positive effect on sales performance, while low-cost strategies do not significantly have a positive effect on sales performance. In addition, organizational agility significantly mediates the influence of innovation and marketing strategies on sales performance. However, organizational agility only partially mediates the influence of low-cost strategy on sales performance. This research contributes to filling the gap in studies about plant-based foods and beverages connected to economics and business. This study explores the mediating variables between plant-based restaurants' strategy and sales performance.

Keywords: *Plant-Based Restaurant, Sales Performance, Innovation, Strategy, Organizational Agility*

Introduction

Food and drink are basic needs that are very important for humans and are closely related to health, environmental issues and sustainability (Bauer et al., 2022; Bocken et al., 2020; Hargreaves et al., 2021; Rombach et al., 2023). Therefore, the food and beverage industry has recently paid more attention to these issues. One of the food and beverage businesses that are very relevant in supporting issues of human health, environmental sustainability, food sustainability and even animal sustainability is the plant-based food and beverage business (Aschemann-witzel et al., 2023; Basu et al., 2022; Moorhouse et al., 2020; Rombach et al., 2023).

Production, distribution, sales and consumption of plant-based foods and beverages is increasing globally (Tachie et al., 2023). This increase also occurred during the COVID-19 pandemic because it can increase the body's immunity (Loh et al., 2021; Pieroni et al., 2020). The same thing happened in Indonesia, encouraging the growth of plant-based food and beverage businesses (Arwanto et al., 2022). This phenomenon has created huge business opportunities such as Plant-Based Restaurants (Braunsberger & Flamm, 2019).

Plant-based restaurants (PBR) require strategies to achieve optimal performance (Liao, 2005). Optimal performance requires appropriateness of strategy, structure, processes, and people (Afuah, 1997). As a business, PBR must strategically focus on innovation and low-cost business operations, market segments, and market opportunities (Miles et al., 2006). Following Menguc et al. (2007), the main business strategies are innovation, marketing and low cost.

The compatibility between business strategy and company is crucial to support product introduction, net profit and sales (Chang et al., 2002). Moreover, PBR is a unique business, so a study on strategy of this business is needed (Suhartanto et al., 2022). Besides competing in the plant-based food and beverage

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industry, these restaurants must also expand their markets (Martínez-Padilla et al., 2023). Aschemann-witzel et al., (2023) explains that stakeholders and organizations react to each other to change positions, strategies and changes in practices.

Sales performance is one of the essential company performances (Gao et al., 2020; Yannan et al., 2022); so innovation, marketing strategies and low-cost strategies are directed at encouraging the achievement of optimal sales performance (Hoskins et al., 2020; Gao et al., 2020; Yannan et al., 2022; Yu & Ramakrishnan, 2013). Likewise, Malekpour et al. (2024) explained that company-based factors and a combination of various strategies are needed to support restaurant innovation and performance. So, company-based factors and institutional work strategies that support performance need to be explored, as explained by Bulah et al., (2023). The number of studies on plant-based foods and beverages linked to health and environmental sustainability is large. However, those that link them to economics and business are still few and need to be studied (Alzhaxina et al., 2023). These various reasons motivated us to conduct this research. To achieve the objectives of this research, the following Research Questions (RQ) were formulated:

RQ1: What business strategies and mediating variables influence sales performance at PBR?

RQ2: How do business strategies and mediating variables influence sales performance at PBR?

Literature Review

The Theory of Business Strategy

A business strategy is a road map that will direct a company towards growth (Avci et al., 2011); which reflects the company's behaviour to compete in its environment (Hambrick, 1983). Porter (1998) divides main business strategies into two, namely cost leadership and differentiation; whereas Miles et al. (2006) divide them into three, namely strategic tools, defensive strategies, and opportunity strategies. According to Ansoff (1965), business strategy is a tool to achieve company goals. Therefore, business strategy is applied at the business unit, product or service level, emphasizing improving the company's competitive position (Hunger & Wheelen, 2011). The strategy to achieve competitive advantage is competitive differentiation, low cost and competitive marketing (Kotler et al., 2018); in line with Menguc et al. (2007), the business strategy consists of innovation, marketing and low cost.

Sales Performance

Company performance is essential (Situmorang & Soewarno, 2023); so it needs to be researched continuously (Neely et al., 2005). Company performance can be seen in its sales performance (Gao et al., 2020; Yannan et al., 2022). Understanding sales opportunities is supported by strategic capabilities (Evans et al., 2012). Sales performance is measured by sales volume (Thompson & Strickland, 2003); where sales volume is the number of sales a company achieves during a specific period (Best, 2014).

Innovation Strategy

Innovation is one of the keys to determining a company's success (Yeh et al., 2021). Innovation is continuing research and development to create innovative processes and products (Menguc et al., 2007). Innovation strategies that are often studied include product innovation, process innovation, organizational innovation and market innovation (Lee & Vavitsas, 2021; Rangaswamy et al., 2024).

Marketing Strategy

Companies must align promotional plans with marketing strategies (White & Griffith, 1997). Following Slater et al. (2010), companies will evaluate the market before creating marketing. Thus, managers can answer at least two questions: what target market or customers will be served and how managers will best serve that target market or customer (Kotler et al., 2018). According to Oliver (1999), marketing strategy and its implementation can change the behaviour of competitors' consumers but will be effective in

maintaining own consumer behaviour. Kotler et al. (2018) also explained that marketing strategies will provide value to consumers by maintaining and increasing consumer value.

Low-Cost Strategy

The low-cost strategy focuses on producing products with standardized unit costs (Maulana et al., 2021). A low-cost strategy is a strategy to reduce costs below the average costs of competitors (Griffin, 2010). Following Acar & Zehir (2010), companies will achieve a competitive advantage with low production costs because a low-cost strategy will result in process efficiency and product engineering (Porter, 1980).

Emphasized Strategy and Company-Based Factors

After establishing a business strategy, the company will manage it to achieve the expected goals (Lesnikova et al., 2023). Strategic planning must also be oriented towards good business performance (Rizan et al., 2019). In line with Lesnikova et al. (2023), strategy is directed at maximizing business performance. According to Stiel (2023), organizational agility is a company-based factor that adapts operations, processes, and strategies in response to all circumstances. Many companies invest in increasing agility, impacting innovation, employees, communities and customers (El-Khalil & Mezher, 2020). Companies must also increase their agility to navigate the complex interactions between innovation and strategy (Singha, 2024). Therefore, researchers must consider this when exploring company-based strategies and factors in PBR (Suhartanto et al., 2022).

Research Method

This research uses mixed method. Thus, in this study, researchers used qualitative and quantitative methods. Mixed method will broaden the research community and better understand the phenomenon (Ågerfalk, 2013; Kurtalijqi et al., 2024); including triangulation, complementarity, initiation, expansion, development and diversity (Venkatesh et al., 2016). The design of this research is Exploratory Sequential Mixed Method Design. The research design sequentially applies qualitative and quantitative approaches (Creswell & Clark, 2017).

Figure 1. Exploratory Sequential Mixed Method Design

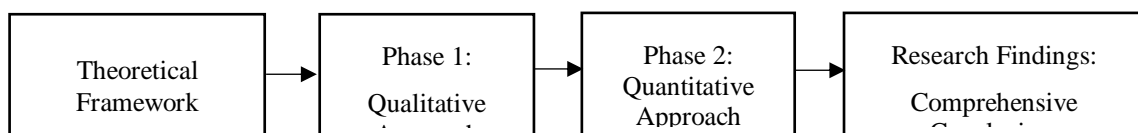


Figure 1 shows the steps in this research. The theoretical framework is the development of a theoretical perspective carried out at the beginning. The research results from Phases 1 and 2 will be compiled to produce comprehensive conclusion.

Qualitative Approach

A qualitative approach develops data based on instruments to build conceptual framework and hypotheses (Creswell, 2020). Qualitative data were analyzed using thematic analysis (Braun & Clarke, 2006); with steps such as identification, data analysis, and reporting. In-depth semi-structured interviews were conducted with PBR managers until they reached a saturation point or no new essential answer was obtained, and the data collected was sufficient to support the conclusions (Hennink & Kaiser, 2022). We reached saturation when the number of informants reached 8. Following Constantinou et al. (2017), the minimum number of informants at saturation is 5. The informants have various ages, genders, education, origins and backgrounds. The following are the key informants in this research written with their initial as requested by the informants.

Table 1. General Description Of Informant Demographics

Informants	Age (Years)	Sex	Level of Education	Remarks
E	44	Female	Postgraduate	Over 10 years of owning and managing business
KT	45	Male	Graduate	Over 10 years of owning and managing business.
M	28	Female	Graduate	Over 5 years of managing business.
R	27	Male	Graduate	Over 6 years of managing business.
A	50	Male	Undergraduate	Over 10 years of owning and managing business.
H	30	Female	Graduate	Over 8 years of managing business..
L	29	Female	Graduate	Over 6 years of managing business.
S	35	Female	Undergraduate	Over 10 years of owning and managing business.

The qualitative approach in this research uses thematic analysis. The main questions to the informants were:

What are the characteristics of PBR?

What strategic factors dominate in achieving PBR's expected sales performance?

What are the measures of these strategic factors?

How do you apply these strategic factors?

All interview results are documented in text form. The interview process takes place from January 2023 to April 2023.

Quantitative Approach

Instrument Development

The Innovation Strategy, Marketing Strategy and Low-Cost Strategy variables were prepared by developing research instruments that were carried out by Menguc et al. (2007). An innovation strategy's attributes include product, process, organizational, and market innovation (Lee & Vavitsas, 2021; Menguc et al., 2007; Rangaswamy et al., 2024). The attributes of marketing strategy are marketing activities, marketing personnel and marketing budget (John, 1999). The low-cost strategy includes efficiency, economies of scale and production optimization (Menguc et al., 2007). The agility attributes expressed by the informants were adapted from Stiel (2023) and Atobishi et al. (2024). The questionnaire contains 17 statement items answered on a Likert scale (scale 1, strongly disagree to scale 7, strongly agree). We conducted a pilot test on 20 respondents to ensure their understanding. Following Isaac & Michael (1995), pilot test can be conducted for 10-30 respondents.

Population, Sampling Method and Data Collection.

The population in this study were PBR registered with IVS & VSI (IVS & VSI, 2023). According to Wowshack (2023), there are 438 Plant-based Restaurants in Indonesia, but based on interviews with IVS and VSI administrators, the number of Plant-based Restaurants active in this organization are 502. The sampling method in this research is simple random sampling where each population has the same opportunity to be sampled. In determining the sample size, we use the Isaac and Michael's formula (Ekasari et al., 2023):

$$S = \frac{\lambda^2 \cdot N \cdot P \cdot Q}{d^2 (N-1) + \lambda^2 \cdot P \cdot Q}$$

Where:

S = sample

λ^2 with dk =1, confidence level 95%

N = number of population

P = Q = 0.5

d = 0.05

From a population of 502, the minimum sample size is 218. We distributed questionnaires to almost everyone, but only 224 questionnaires were returned and filled out. The respondents in this study were plant-based restaurant managers. Each respondent represents one restaurant. Thus, research data was collected through distributing offline and online questionnaires.

Statistical Method

The quantitative approach in this research uses descriptive and inferential statistics. Descriptive statistics explain the general description of informants and respondents, while inferential statistics are used to make conclusions. The statistical analysis used was multiple linear analysis and path analysis.

Results*The Results of Qualitative Research.**Thematic Analysis*

Following Braun & Clarke (2006), manual thematic analysis can be carried out in the following steps:

Deeper understanding of the transcript.

- Two attributors read the interview transcript repeatedly and wrote down their initial impressions. To eliminate bias, all transcripts were anonymized.

1. Creating initial attributes using the inductive method.

- This is done by organizing ideas into meaningful parts. Each coder did so separately. Pemeriksaan daftar atribut yang telah disusun.

2. Check the list of attributes that have been compiled.

- These attributes are combined into one unified concept. These concepts are directed to form themes relevant to the research questions.

Review The Theme.

- Each theme is reviewed and modified to suit the research questions. In this step, the two coders discuss the themes they have compiled and write a list of themes relevant to the context of the research data.

Definition of Theme

- Each relevant theme is given an operational definition. Relationships between themes are also highlighted.

Preparation of Reports

- Supporting transcript excerpts, basic codes and themes are presented in a straightforward, easy-to-understand report format.

The thematic analysis produced four dominant themes: innovation, marketing, low-costs and agility. Three themes follow the literature review: innovation, marketing and low-costs (Menguc et al., 2007). Meanwhile, agility is a new theme that is revealed. The attributes that appear are varied but still under various existing literature.

Table 2. Themes and Attributes of Thematic Analysis

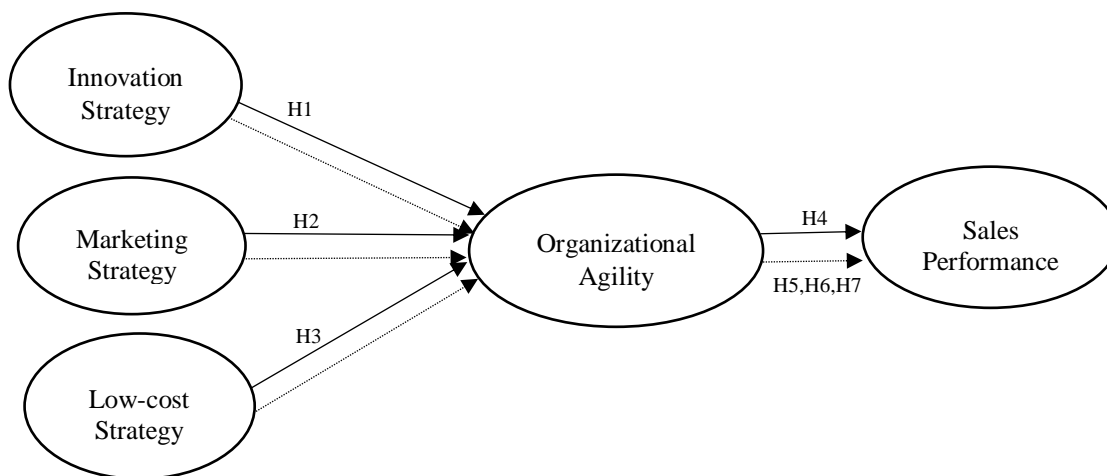
Theme	Attribute	Information from informants
Innovation Strategy (Lee & Vavitsas, 2021; Menguc et al., 2007; Rangaswamy et al., 2024)	Product Innovation	Product innovation is essential to create the product's ideal taste, appearance and durability.
	Process Innovation	An excellent process is essential to produce the desired food and beverage profile.
	Organizational Innovation	There is a need for organizational innovation to develop further so that it can compete.
	Market Innovation	Market innovation concerns techniques for expanding the PBR market, which is still tiny.
Marketing Strategy (Johne, 1999)	Marketing Activities	The importance of regular marketing activities.
	Marketing Personnel	The importance of reliable marketing personnel.
	Marketing Budget	The importance of a budget to support marketing activities.
Low-cost Strategy (Menguc et al., 2007)	Efficiency	Cost efficiency needs to be achieved, but not to reduce product quality.
	Achievement of economies of scale	Applying economies of scale must be careful, where increasing production quantities does not reduce product quality.
	Production Optimization	The importance of optimizing production according to production capacity.

Organizational Agility (Stiel, 2023; Atobishi et al. 2024)	Agile in creating a variety of menus	Restaurants must be able to serve a diverse menu for various tastes.
	Agile to capture and follow consumer tastes	Understanding market tastes is the key to expanding the market and increasing the number of consumers.
	Agilely capture market information	The importance of capturing information from the market to increase competitiveness.
	Agilely applying new technology	The importance of applying technology in improving the quality of food and drinks.
Sales Performance (Best, 2014)	Average daily sales	Average daily sales achievement.

Conceptual Framework and Hypothesis

The informants explained that innovation and marketing strategies predominantly support organizational agility, but low-cost strategies do not. PBR must be agile to meet consumer desires related to taste, appearance, quality and texture (Veniranda & Surya, 2022). According to Wimmer (2023), agility is applied to build agile organizations. Atobishi et al. (2024) also explain that the agility index consists of efficiency, quality and satisfaction metrics. Based on information from informants, organizational agility is a mediating variable between business strategy and sales performance. Exploration of mediating variables was previously carried out by Senachai et al. (2024) and Nekooee et al. (2020).

Figure 2. Conceptual Framework



Based on Figure 2, an innovation strategy will increase company agility. It is supported by research which explains that innovation influences organizational agility (Alghamdi & Agag, 2024; Lien & Timmermans, 2024; Nurcholis, 2021). So, hypothesis 1 in this research is:

Ho1: Innovation strategy has no a significant effect on organizational agility

Ha1: Innovation strategy has a significant effect on organizational agility.

Marketing strategies for the PBR business are still being explored. This business is still growing and requires market expansion and more consumers than currently (Seabra, 2019). Hunt et al. (2022) explains that marketing strategy influences a company's agility. So, hypothesis 2 in this research is:

Ho2: Marketing strategy has no a significant effect on organizational agility.

Ha2: Marketing strategy has a significant effect on organizational agility

In a technological context, low-costs can encourage agility (Ródenas-López et al., 2020). At the same time, Dianoux et al. (2019) explain that a low-cost strategy motivates a company to achieve agility. The informants thought that a low-cost strategy could be implemented but within certain limits because the primary consideration was the quality of products and services. So, research hypothesis 3 in this study is:

Ho3: Low-cost strategy has no a significant effect on organizational agility.

Ha3: Low-cost strategy has a significant effect on organizational agility.

The informants explained that agile restaurants will be able to achieve good performance, including sales performance. The informants' explanations are based on research results, which conclude that agility is positively related to sales performance (Govuzela & Mafini, 2019; Kalra et al., 2023). So Hypothesis 4 in this research is:

Ho4: Company agility has no a significant effect on sales performance

Ha4: Company agility has a significant effect on sales performance.

Corporate agility will carry sustainability practices into business operations (Castro-Lopez et al., 2023). It is hoped that the PBR business can innovate well, especially in plant-based products, to fulfil consumer desires. This innovation will encourage company agility and realize various benefits from adopting technology and innovation (Javeed & Akram, 2024; Tallon et al., 2019). So, hypothesis 4 in this research is:

Ho5: Company agility does not mediate the effect of innovation on sales performance.

Ha5: Company agility mediates the effect of innovation on sales performance.

The informants explained that the strategy should be able to increase agility to encourage the achievement of sales targets. Vial (2019) revealed that corporate agility has several key elements, such as the capacity to make rapid strategic and operational adjustments and the flexibility to reconfigure internal workflows, processes and resource allocation protocols to take advantage of opportunities. So, hypothesis 6 in this research is:

Ho6: Company agility does not mediate the effect of marketing strategy on sales performance.

Ha6: Company agility mediates the influence of marketing strategy on sales performance.

Strategic actions will realize company agility (Kompella, 2024). Meanwhile, agile company practices are closely related to achieving company performance (Kumar et al., 2021). The informants also explained that the company's agility would encourage their business to achieve the expected sales targets. So, hypothesis 7 in this research is:

Ho7: Company agility does not mediate the effect of low-cost strategy on sales performance.

Ha7: Company agility mediates the effect of low-cost strategy on sales performance.

*The Results Of Quantitative Research**Descriptive Statistic*

Based on Table 3, 151 restaurants are vegetarian-oriented while the remaining 73 are vegan-oriented. Most restaurants are 10 to 12 years old, namely 75 units (33.48%). Meanwhile, only four restaurants aged 0-2 years (1.79%). Based on average daily sales, 76 restaurants (33.93%) achieved average daily sales of IDR 5,000,000 – IDR 6,000,000 and 8 units (3.57%) achieved average daily sales of IDR 0 – IDR 1,000,000. Complete information can be seen in Table 3.

Table 3. Descriptive Statistic

Business Profile		Amount	Percentage (%)
PBR Orientation	Vegetarian	151	67
	Vegan	73	33
	Total	224	100
Age (years)	0-2	4	1.79
	>2 - 4	24	10.71
	>4 - 6	11	4.91
	>6 – 8	17	7.59
	>8 - 10	33	14.73
	>10 – 12	75	33.48
	>12	60	26.79
	Total	224	100
Average daily sales (IDR)	0 – 1,000,000	8	3.57
	>1,000,000 – 2,000,000	22	9.82
	>2,000,000 – 3,000,000	15	6.7
	>3,000,000 – 4,000,000	16	7.14
	>4,000,000 – 5,000,000	37	16.52
	>5,000,000 – 6,000,000	76	33.93
	>6,000,000	50	22.32
	Total	224	100

*Measurement Model**Model Reliability Analysis*

Reliability analysis includes Composite Reliability (CR), Cronbach's Alpha (CA), and Average Variance Extracted (AVE) (Fornell & Larcker, 1981). It is reliable if the CR and CA values are ≥ 0.6 while the AVE is ≥ 0.5 (Hair et al., 2017). Based on Table 3, CR and CA for all variables are greater than 0.6, and AVE is greater than 0.5.

Model Validity Analysis

Hair et al. (2017), explain that a valid model is if the LF value is ≥ 0.7 . Based on Table 3, Loading Factor for all items is greater than 0.7.

Table 4. CR, CA, AVE dan LF

Variabel	Item	CR	CA	AVE	LF
Innovation Strategy	IS1	0.948	0.927	0.821	0.887
	IS2				0.922
	IS3				0.911
	IS4				0.904
Marketing Strategy	MS1	0.957	0.933	0.882	0.933
	MS2				0.949
	MS3				0.936
Low Cost Strategy	LCS1	0.945	0.912	0.850	0.933
	LCS2				0.915
	LCS3				0.918
Organizational Agility	OA1	0.945	0.923	0.813	0.853
	OA2				0.931
	OA3				0.899
	OA4				0.921
Sales Performance	SP	1.000	1.000	1.000	1.000

Discriminant Validity

This test compares the average variance extracted (AVE) square root value of a latent variable. Discriminant validity is suitable if the square root value of the AVE for each construct is greater than the correlation value between constructs (Fornell & Larcker, 1981).

Table 5. Fornell-Larcker Criteria

	Low Cost Strategy	Innovation Strategy	Marketing Strategy	Organizational Agility	Sales Performance
Low Cost Strategy	0.922				
Innovation Strategy	0.900	0.906			
Marketing Strategy	0.801	0.824	0.939		
Organizational Agility	0.817	0.865	0.819	0.902	
Sales Performance	0.787	0.757	0.735	0.742	1.000

Based on Table 5, the square root value of AVE for each construct is always greater than the correlation value between constructs, thus meeting the suitable criteria.

The Effect Of Independent Variable On Dependent Variable

To analyze the influence of the independent variable on the dependent variable, the determinant coefficient (R^2), effect size (f^2), Stone-geyser relevance and Path Coefficient are used (Hair et al., 2017).

Table 6. Effect of Independent Variables on Dependent Variable

Hypothesis	Beta	SD	T-value	P-values	Adjusted R^2	f^2	Hypothesis Results
H1	0.514	0.090	5.688	0.000	0.783	0.199	Supports Ha1

H2	0.312	0.060	5.171	0.000		0.137	Supports Ha2
H3	0.105	0.091	1.151	0.249		0.009	Supports Ho3
H4	0.742	0.044	16.926	0.000	0.549	1.226	Supports Ha4

Testing Of Mediating Variable

Based on Kompella (2024) and Kumar et al. (2021), this research meets the rules for selecting and testing mediating variables, thus allowing for indirect effects of one variable on other variables (Preasher & Hayes, 2008).

Table 7. Testing Mediating Variables

Hypothesis	Beta	SD	T-value	P-Values	Hypothesis Results
H5	0.382	0.067	5.720	0.000	Supports Ha5
H6	0.231	0.047	4.889	0.000	Supports Ha6
H7	0.078	0.069	1.132	0.258	Supports Ho7

Robustness Test

A robustness test is needed to test the consistency of results (Aguilera et al., 2006). We carried out a robustness test using multigroup analysis, namely by separating restaurants into two groups (Group 1: vegan-oriented restaurants and Group 2: vegetarian-oriented restaurants).

Table 8. Path Coefficients of Group 1

	Beta	SD	T-value	P-values	Robustness test Results
Innovation Strategy -> Organizational Agility	0.656	0.129	5.077	0.000	Supports Hypothesis Results
Marketing Strategy -> Organizational Agility	0.205	0.097	2.109	0.035	Supports Hypothesis Results
Low Cost Strategy -> Organizational Agility	0.070	0.123	0.572	0.568	Supports Hypothesis Results
Organizational Agility -> Sales Performance	0.647	0.108	5.995	0.000	Supports Hypothesis Results

Table 9. Indirect Effects of Group 1

	Beta	SD	T-values	P-values	Robustness test Results
Innovation Strategy -> Sales Performance	0.425	0.095	4.492	0.000	Supports Hypothesis Results

Marketing Strategy -> Sales Performance	0.133	0.069	1.933	0.035	Supports Hypothesis Results
Low Cost Strategy -> Sales Performance	0.045	0.086	0.528	0.598	Supports Hypothesis Results

Table 10. Path Coefficients of Group 2

	Beta	SD	T-values	P-values	Robustness test Results
Innovation Strategy -> Organizational Agility	0.422	0.124	3.403	0.001	Supports Hypothesis Results
Marketing Strategy -> Organizational Agility	0.362	0.075	4.852	0.000	Supports Hypothesis Results
Low Cost Strategy -> Organizational Agility	0.146	0.133	1.102	0.271	Supports Hypothesis Results
Organizational Agility -> Sales Performance	0.775	0.040	19.516	0.000	Supports Hypothesis Results

Table 11. Indirect Effects of Group 2

	Beta	SD	T Statistics	P Values	Robustness test Results
Innovation Strategy -> Sales Performance	0.327	0.098	3.333	0.001	Supports Hypothesis Results
Marketing Strategy -> Sales Performance	0.280	0.060	4.662	0.000	Supports Hypothesis Results
Low Cost Strategy -> Sales Performance	0.113	0.103	1.099	0.272	Supports Hypothesis Results

Discussion

The results of research phase 1, using a qualitative approach, are a conceptual framework and hypotheses. The results of research phase 2, using a quantitative approach, can be seen in Tables 7 and 8. The results of robustness testing can be seen in Tables 8, 9, 10, and 11.

Based on Table 6, the adjusted R square value of 0.783 indicates the ability of the variables innovation strategy, marketing strategy and low-cost strategy to explain organizational agility. Then, the adjusted R square value of 0.549 indicates the ability of organizational agility to explain sales performance. The f^2 value explains the magnitude of the influence of exogenous constructs on endogenous constructs (Hair et al., 2017). The f^2 values for the innovation strategy, marketing strategy and organizational agility variables are 0.199, 0.137 and 1.266, respectively, in the moderate category. Meanwhile, the f^2 value for the low-cost strategy variable is 0.009 in the weak category. Hypothesis Ha1, Hypothesis Ha2, Hypothesis Ho3 and Hypothesis Ha4 are supported with P-values of 0.000, 0.000, 0.249 and 0.000, respectively. This means that innovation and marketing strategies have a significant positive effect on organizational agility, and

organizational agility has a significant positive effect on financial performance. Likewise, low-costs have an insignificant positive effect on organizational agility.

Based on Table 7, Ha5, Ha6, and Ho7 are supported with P-values of 0.000, 0.000 and 0.258, respectively. This means that innovation and marketing strategies have a significantly positive effect on sales performance through organizational agility, and low-cost strategies have an insignificant positive effect on sales performance through organizational agility.

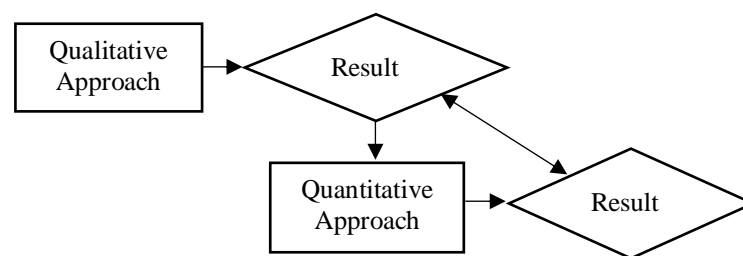
Based on the direct effect test, all coefficient values (Beta) in the multigroup analysis are positive, thus supporting all hypotheses. Multigroup analysis concludes that innovation and marketing strategies significantly positively affect organizational agility (Supports Ha1 and Ha2). Furthermore, a low-cost strategy has an insignificant positive effect on organizational agility (Supports Ho3). Likewise, organizational agility significantly positively affects sales performance (Supports Ha4).

Based on indirect influence testing, the multigroup analysis concludes that innovation and marketing strategies significantly positively affect financial performance through organizational agility (Supports Ha5 and Ha6). Finally, a low-cost strategy has an insignificant positive effect on sales performance through organizational agility (Supports Ho7).

Overall Discussion

Based on Golicic & Davis (2012) and the results of this research, the process of concluding is shown in Figure 3.

Figure 3. Exploratory Sequential Mixed Method Design With Mutually Supporting Results



Based on a qualitative approach with an exploratory study, innovation and marketing strategies are essential, while low-cost strategies are non-essential business strategies applied to plant-based restaurants. The exploratory study also explains organizational agility as a mediator variable that plays a significant role in mediating the relationship between business strategy and sales performance. So, business strategy has a direct and indirect relationship with sales performance. The results of this exploratory study are contained in the conceptual framework and hypothesis.

Based on a quantitative approach, innovation strategy, marketing strategy, and organizational agility significantly and positively influence sales performance, while the low-cost strategy insignificantly and positively influences sales performance. The quantitative study also concluded that innovation and marketing strategies significantly positively affected sales performance through organizational agility. However, the mediating role of organizational agility was not significant in the effect of low-cost strategy on sales performance. The results of the quantitative study confirmed the conceptual framework and all hypotheses resulting from the qualitative study. Thus, there is harmony between the results of qualitative research and the results of quantitative research.

Conclusion

Innovation, marketing, low-cost strategies, and organizational agility are needed to support sales performance in plant-based restaurants. Innovation strategy, marketing strategy, and organizational agility are the most dominant, while low-cost strategy is not. Organizational agility is a variable that mediates the influence of business strategy in achieving sales performance. The results of the quantitative study confirmed the results of the qualitative study. Thus, the two results were in harmony.

This study theoretically fills the research gap on plant-based food and beverages linked to economics and business. It also recommends a moderator variable between business strategy and sales performance in plant-based restaurants. Practically, this research describes business strategy, organizational agility, and sales performance in plant-based restaurants to serve as practical considerations for plant-based restaurant managers. The limitation of this research is that its scope is limited to Indonesia. The scope of further research should be different to add a variety of references.

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