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ADVANCES IN GLOBAL SERVICES AND RETAIL MANAGEMENT

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Strategic Consciousness and Business Performance Relationship of Open Innovation Strategies in Food and Beverage Businesses

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Abstract

The purpose of this study is to examine the effect of open innovation strategy on the performance of businesses within the framework of the strategic consciousness instrument of the relationship. Innovation has been researched in many ways with its performance enhancing effect for all businesses and the relationships between innovation and business performance have been proved. The open innovation paradigm focuses on the scope of collaboration with different stakeholders. There is less research on the relationship between open innovation and business performance in hotel businesses. For this purpose, the top managers of food and beverage businesses operating in Istanbul have been chosen as the universe. Data were collected from 405 administrators who responded to the surveys. The data collected through open innovation, strategic consciousness and business performance scales were analysed by SPSS, AMOS and Process macro programs and the results were reported. According to the results of the research, the relationship between open innovation and business performance, between open innovation and strategic consciousness, and between strategic consciousness and business performance was determined. As a result of the test conducted with the SPSS process plugin regarding the mediating effect of strategic consciousness, the mediation effect was determined. Research results are limited by the use of cross-sectional data and dependence of the participants on their perceptions and experiences. Therefore, future research should be based on more comprehensive quantitative measurement techniques and more longitudinal design. To date, the relationship of open innovation performance has not been thoroughly investigated in many studies. In this study, the mediating effect of strategic consciousness in the relationship between open innovation and business performance in food and beverage businesses was examined and contributed to the literature gap in this field.

Keywords: food and beverage businesses, strategic consciousness, business performance, innovation strategies, open innovation, open innovation strategies

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Introduction

One of the most frequently repeated observations about the tourism sector relates to the growth rate, tourist flows, employment and economic impacts of tourism activity over the course of fifty years. According to Löfgren (1999), these developments are inarguable, but it should not be understood from this that tourism is a form of action that is reformed and largely unchanged by new technologies (for example, internet reservations), new markets (especially Asia) and new forms of organization. Tourism's always been subject to differences that reflect changes in tastes and choices, technologies and political-economic conditions. The history of tourism is full of important innovations such as the emergence of new destination centres, the introduction of rail travel and the proliferation of credit cards. But globalization trends have changed the stage at which innovations are implemented, and the rhythm of change has increased in recent years (Hall and Williams, 2008).

According to Weidenfeld et al. (2010), innovations in tourism rarely involve completely new products and/or new markets but are caused by product line expansions through more differentiated brand policies or changes in the cost (price)/quality ratio of products. Hjalager (2002) emphasizes that innovation in tourism is mostly identified by changes that mean doing what is different from the usual business or not fully terminating previous practices for the innovation firm.

The products and processes of tourism are increasingly changing without cease. Even these changes are experienced in the topics of transportation, entertainment or hospitality, they show the need to be combined with complex innovation models that are evident throughout the tourism industry. Also, it obliges organizations at different scales such as individuals, companies, tourism centres, destinations or the national tourism system. Therefore, it is important to see innovation as a whole in the tourism system. Innovation in tourism is described as the formation, admittance and application of new ideas, processes, products or services (Hall and Williams, 2008). In this respect, both due to the diversity and multiplicity of stakeholders in the tourism system and the excess of products and services offered, it has become almost impossible to ensure innovation in the tourism system by being fed by only internal resources in today's competitive conditions, this has encouraged the open innovation model, which will enable the joint use of multiple innovation ideas and efforts using external resources.

Other important developments affecting the sector are that the tourism sector is both an inactive receiver of innovations emerging in other areas of the economy and a strong innovation factor, and that tourism also operates as a strong conveyor and transmitter of new ideas and innovations (Hall and Williams, 2008). The second major development that had an impact on the tourism sector is the technological advances caused in technology, promoting the innovation of air holidays for military organization and communication leading to the general office systems software of hotels and restaurants (Hjalager 2002). Other important developments affecting the sector are that the tourism sector is not only a passive recipient of innovations emerging in other areas of the economy, but also a strong innovation factor, and tourism also acts as a powerful transmitter of new ideas and innovations (Hall and Williams, 2008).

Products for tourists are sophisticated and, form a combination of elements devoted to time and space (Cacomo and Solonandrasana, 2001) and are often packages of intersectional products and

services (transportation, accommodation services, entertainment services, etc.) (Aldebert et al., 2011). In this sense, it is important whether the practices of open innovation activities in food and beverage businesses create the expected effects. In today's world where customer tastes and preferences are constantly changing, there is a need for consciousness that will transform the innovation culture into a strategic tool. It is believed that an innovation culture that has transformed into a corporate consciousness in rapidly changing market conditions has a positive effect on business performance.

Literature

There are many definitions in the literature, each with a different focus: innovation is the formation of something new; diffusion and learning; or change can be a process or an event. According to Hjalager (2010), innovation indicates the process of realizing any new problem-solving idea. Ideas for reorganizing, reducing costs, deploying new budget systems, developing communications or adopting products into teams are also innovation. Innovation is the producing, admission and application of new ideas, processes, products or services. Acceptance and practice are at the center of this definition, including the capacity to change and adapt.

Galbraith (2002) lays more stress on the process when describing innovation as 'the process of applying and generating a new idea to form a new product, process or business'. In the tourism industry, this process turns into a commercial product or service is thus described as innovation.

Innovation in the tourism sector pursues patterns that differ from those in the manufacturing sector. One of the main observations of these differences is that most service innovations consist of behavioral change rather than technological change (Sundbo, 1997). Innovation in tourism has many characteristics similar to innovation in the service sector as a whole. But there are also differences, especially in the sub-sectors of tourism, where the main job will offer experience (Hall and Williams, 2008). As a matter of fact, the tourism industry consists of activities that have dispersed throughout nature, time and space, that must be dynamically united and bring together the actors who are far away in the physical, organizational and cognitive senses (Aldebert et al., 2011).

Hjalager (2010) points to five classifications in which tourism innovation can be ranked. These are;

1. Product innovation in which products (services and experiences) are reconfigured or rediscovered;
2. Process innovation, which is “behind-the-scenes initiatives target increasing efficiency, productivity and flow”;
3. Managerial innovation, internal changes within an organization;
4. Marketing innovation; and
5. New to the whole field is corporate innovation, which is the “structure or legal framework that efficiently directs or develops the business.”

Innovation processes can be various and occasionally referred to as closed or open innovation. Closed innovation is defined as the company's producing new products or services under complete control, whereas open innovation is defined as allowing the company's external stakeholders to

affect the innovation process. Closed innovation is a difficult sustainability because interchange and communication with the surroundings are rejected. Open innovation is different in that it is about banding the internal and external resources over the course of the whole innovation process to make innovation happen. Open innovation therefore has the obligation to build a strong network and is defined as “using purposeful information inputs and outputs ” to " accelerate internal innovation and respectively expand the external use markets of innovation (Chesbrough et al., 2006).,

Open innovation can only be achieved through the capacity to govern stakeholders, the eagerness of all experts to accept that it is not part of their business and to support knowledge formation in the company. Such a network innovation culture definitely affects innovation processes, for example, all stages in the stage-gate® innovation model. The main stakeholders in the network are clients motivated to help and make a contribution to the development process, inventors such as universities and Research Labs, venture capital companies, channel partners, trade associations, and others. Tourism destinations have a destination-based network of target external stakeholders such as tour operators, possible customers, inventors or venture capital companies, as well as a variety of geographically deepened stakeholders that produce the holiday product. However, the target network is very complicated because there are powerful (sometimes common) links between policy players, entrepreneurs, pressure groups and clients (Hoarau, 2016).

Businesses operating in the tourism sector seldom have their own research and development departments or budgets. Open innovation processes are therefore seen as an opportunity to produce, develop and integrate new product and service ideas at relatively low financial and human expenditures. For example, until recently, innovation usually took place only in R & D units within firms, and the acquisition of new ideas was closed to innovation because they were not open to the public. However, tourism companies have made the innovation process open by using crowdsourcing as an innovation tool (Doctor, 2016).

It is emphasized that there are various open innovation modes for the tourism sector: (1) inbound, (2) outbound and (3) unified open innovation modes. According to Chesbrough and Crowther (2006), incoming open innovation is the transfer of external technologies, ideas and information to the company through R & D contracts, university cooperation, in-licensing, mergers and acquisitions. Outbound open innovation, on the other hand, refers to the transfer of technology, ideas and knowledge to external businesses and, for example, external licensing, joint ventures, initiatives. The third is interactive and networked mode, also called unified process. According to Enkel et al. (2009), companies carry out the unified process by using both inbound and outbound innovation processes simultaneously to support their common R&D capabilities by combining internally available knowledge and resources with common activities such as external licensing.

Open innovation is especially significant for the tourism industry and necessitates deeper thinking in future administration practices and research. At the same time, it is emphasized that managing open innovation in the tourism sector is considerably difficult and necessitates improved internal capacity. Businesses in the tourism sector require building internal administrative abilities to take advantage of open innovation. However, it requires basic organizational practices and routines for innovation, covering strategic and operational practices and routines for the development of new practices. They provide the basis for tools such as open innovation practices and internal open innovation roles and promoters (Brunswick, 2016).

Innovation strategies are divided into two as "Proactive innovation strategies" and "Reactive innovation strategies". Proactive innovation strategies are radical, deliberate innovations which play a leading role. These strategies require better planning, but the downside is that they are both costly and bring risk of failure together with them. Reactive innovation strategies, on the other hand, are gradual, imitative and non-pioneering. The companies that implement the reactive innovation strategy are the companies that come up from behind the other leading companies. People who can also be called as "creative genius" who create innovations in proactive innovation strategies are very important. The success of the strategies can be considered depending on the quality of these people. Although it is not always possible for companies to have these people, these people are not very suitable for "Bureaucratic" organizations. In addition, companies that implement a proactive strategy have a reward system for both this effort and the results. In companies implementing a reactive innovation strategy, on the other hand, the reward system is result-oriented rather than effort-oriented. Because of its structure, reactive innovation strategies focus more on the process. The concept of "creative genius" is more in the background in companies implementing such kind of strategies. Because the process is gradual, it tends to progress step by step. Another difference is that companies that follow a Reactive innovation strategy have to pay more attention to innovation processes and the moves of competitors than companies that implement a Proactive innovation strategy. The reason for this is due to their adapting rather than being a pioneer (Gilbert, 1994).

Afuah (2003) emphasized that the innovation strategies of companies can be in six different ways. He respectively expressed them as "Offensive, Defensive, Imitative, Dependent, Traditional and Opportunistic".

Dodgson, Gann and Salter (2008), on the other hand, divided innovation strategies into 4. They respectively stated these as "Proactive, Active, Reactive and Passive". In the table below, they have defined the aims and differences of these strategies.

Methods

The main aim of this study is to specify the relationship between the variables of open innovation, business performance and strategic consciousness in the food and beverage industry. From this point of view, in the first part of the research, the literature on the concepts of open innovation and strategic consciousness is examined in order to create a theoretical frame for the study.

In line with the information obtained from the literature, a survey to be used in the research was created by examining the studies and scales applied on this subject. The open innovation scale used to measure the open innovation status of businesses was developed by researchers, however; to measure the level of strategic consciousness, the Strategic Consciousness Level Measurement scale, adapted into Turkish by Halis et al. (2010), was used. The scale related to the business performance was created by the researchers based on the determinative basic dynamics related to this, considering the general success criteria of the food and beverage businesses. These basic dynamics were determined through the interviews in the pre-interview meetings with senior managers of food and beverage businesses during the scale preparation process of the research. Managers were asked on which basic variables the performance and success in food and beverage businesses are interpreted, Among the expressions obtained, it has been determined that the most

emphasized basic factors are grouped under four headings; average occupancy level, frequency of customers' re-preference, financial performance and general customer satisfaction.

Research universe has been determined as food and beverage businesses which operate in Istanbul, The reason why the city of Istanbul has been chosen as a research area is that the service has a feature that is spread over the whole year, depending on this feature, it is possible to collect data from a more experienced employee profile, based on the assumption that the turnover rate of the labour force may be less than that of businesses in other cities. The scale was applied to the senior managers of food and beverage businesses operating in Istanbul between August 2019 - October 2019. The surveys were delivered to businesses that responded positively to support the research and were collected back after they were filled out, a total of 491 senior managers filled out the survey, 86 surveys were excluded from the assessment due to the fact that they were filled out incomplete enough to prevent data from being obtained. Data from the remaining 405 surveys were analysed.

Research Findings

Hypotheses and model of the research are presented below:

- **H1:** Open Innovation affects business performance in a meaningful way.
- **H2:** Strategic consciousness affects the business performance in a meaningful way.
- **H3:** Open Innovation affects strategic consciousness in a meaningful way.
- **H4:** Strategic consciousness has an intermediary effect on the relationship between open innovation and business performance.

In order to determine the structural validity of the scales used in the study, confirmatory factor analysis has been performed. Second-level multi-factor analysis has been applied to the strategic consciousness scale with the open innovation scale and first-level factor analysis has been applied to the business performance scale. Acceptable and good fit index values were obtained from the study of Meydan and Sesen (Meydan ve SeSen, 2015). In consequence of the confirmatory factor analysis, it has been identified that the scales used in the research have acceptable levels of fit indices (Table 1).

Table 1: Confirmatory Factor Analysis of the Scales Goodness of Fit Values

Indexes	Good Fit	Acceptable Compliance	Open Innovation Scale	Strategic consciousness scale	Business performance Scale
CMIN/DF (χ^2/sd)	≤ 3	$\leq 4-5$	3,38	2,53	2,70
NFI	$\geq 0,95$	0,94-0,90	0,91	0,93	0,96
RMSEA	$\leq 0,05$	0,06-0,08	0,06	0,06	0,05
GFI	$\geq 0,90$	0,89-0,85	0,91	0,88	0,94
AGFI	$\geq 0,90$	0,89-0,85	0,89	0,87	0,92
CFI	$\geq 0,97$	$\geq 0,95$	0,96	0,96	0,97
IFI	$\geq 0,95$	0,94-0,90	0,94	0,92	0,96
Cronbach's Alfa			,858	,867	,789

After determining the structural validity of the scales, the reliability levels of these scales were analyzed and the results were given in Table 1. Cronbach's alpha value of the open innovation scale is 0.858; The reliability level of the strategic consciousness scale was determined to be 0.867 and after all, the reliability level of the firm performance scale has been determined to be 0.789.

According to these results, it can be said that the reliability level of the scales used in the study is high.

In Table 2, the results of correlation analysis for the relationships between open innovation, strategic consciousness and firm performance and the average levels of perception for scales are given. When Table 2 is investigated, it can be identified that the perception levels of the participants on open innovation (3.38), strategic consciousness (3.18) and firm performance (3.22) are at a medium level. Looking at the results of the correlation analysis, there is a positive (r: ,583) and significant relationship (p <.001) between open innovation and strategic consciousness; Likewise, a positive (r: ,395) and significant relationship (p <.001) was found between open innovation and business performance.

Table 2: Correlation Analysis and Cronbach's Alpha (Reliability Levels) Results Regarding the Relationships Between Open Innovation, Strategic Consciousness and Firm Performance

Variables	N	Average	Open Innovation	Strategic Consciousness	Business performance
1)- Open Innovation	405	3.38	1		
2)- Open Innovation	405	3.18	,583**	1	
3)- Business performance	405	3.22	,395**	,504**	1

** Significant at ,p <.001 level

In order to determine how Open Innovation affects the performance level of the company, a simple regression analysis has been performed first and the results are shown in Table 3. When the determination coefficients are examined, it is obvious that open innovation can explain 15% of the change in the level of business performance and that the model is significant (F= 74,407; p< 0.00). At the same time, it can be said that a unit increase that can occur at the level of open innovation can increase the business performance by 0.52 percent. According to all these results, the H1 hypothesis developed as "Open Innovation significantly affects firm performance" has been supported.

In Table 3, simple regression analysis results are given for the relationship between strategic consciousness and business performance. Looking at the determination coefficients in the table, it seems that strategic consciousness can explain 25% of the change in the level of business performance, and the model is significant (F= 137.45; p< 0.00). However, it can be said that a unit increase in the level of strategic consciousness can have a positive effect on the business performance at a rate of 0.60. According to this result, the H2 hypothesis developed in the study as "Strategic consciousness significantly affects firm performance" has been supported.

Looking at the results of simple regression analysis on the relationship between open innovation and strategic consciousness, it seems that open innovation can explain 34% of the change in the level of strategic consciousness, and the model is significant (F= 207,443; p< 0.00). However, it can be said that a unit increase that can occur at the level of open innovation can increase the level of strategic consciousness at a rate of 0.64. According to these results, the H3 hypothesis of the study developed as "Open Innovation affects strategic consciousness in a meaningful way" has been supported.

Table 3: The Relationships of Research Variables to Possible Interactions With Each Other

Dependent Variable:		Non-Standardized Coefficients		Standardized Coefficients	T	Significance Level
		B	Std. Error	Beta		
<i>Business performance</i>	Constant	1,456	,211	-	6,913	,000
	Open Innovation	,524	,061	,395	8,626	,000
		$R = ,395$	$R^2 = ,156$		$F = 74,407$	$p = 0,000$
<i>Business performance</i>	Constant	1,315	,169	-	7,777	,000
	Strategic Consciousness	,601	,051	,504	11,724	,000
		$R = ,504$	$R^2 = ,254$		$F = 137,451$	$p = 0,000$
<i>Strategic Consciousness</i>	Constant	,988	,156	-	6,322	,000
	Open Innovation	,649	,045	,583	14,403	,000
		$R = ,583$	$R^2 = ,340$		$F = 207,443$	$p = 0,000$

In the research, the acceptance or rejection of the H4 hypothesis developed in the study as "Strategic consciousness has an intermediary effect on the relationship between open innovation and business performance.", depends on a number of conditions. Baron and Kenny (1986) described the terms of the mediation effect as follows.

1. It is important to be a significant relationship between the independent variable and the mediator variable,
2. It is important to be a significant relationship between the independent variable and the dependent variable,
3. It is important to be a significant relationship between the dependent variable and the mediator variable.
4. When the mediator variable and independent variable get involved in the analysis together, the effect of the independent variable on the dependent variable should decrease (partial effect) or disappear completely (full effect).

Table 4: Multiple Regression Analysis for the Relationship Between Open Innovation, Strategic Consciousness and Business performance

Model		Non-Standardized Coefficients		Standardized Coefficients	t	Significance Level
		B	Std. Hata	Beta		
1	Constant	,967	,206		4,702	,000
	Strategic Consciousness	,495	,063	,415	7,917	,000
	Open Innovation	,203	,070	,153	2,911	,004
a. Dependent Variable: Business performance ($R = ,519$; $R^2 = ,270$; Adjusted $R^2 = ,266$; $F = 74,236$; $p = 0,000$)						

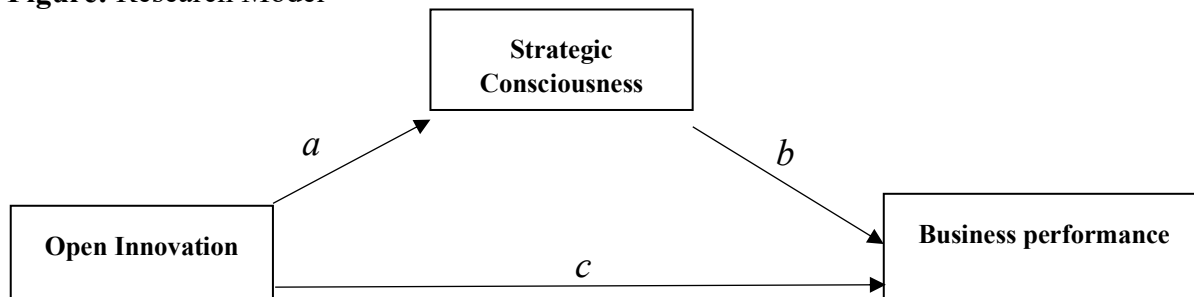
Multiple regression analysis has been carried out to measure the impact of open innovation and the strategic consciousness variable on business performance, and the results are given in Table 4. According to the result of this analysis, the change in strategic consciousness and open innovation explains 27% of the change in business performance. ANOVA test results also show that the model is generally significant ($F = 74,236$; $p < 0,00$). Also, parallel to the results of the regression analysis, the previous effect of Open Innovation on business performance ($B = 0.524$; $p < 0.00$) decreased when the strategic consciousness variable was added ($B = 0,203$; $p = ,004$). Sobel test was carried out to test the significance of this effect. After the necessary information was entered into the Sobel test calculation program (Web 1), analyses were made and the Z score value was found to be 8.420 and the p value to be 0.00. Since the S score value of the test is greater than ± 1.96 , it can be stated that this mediating effect is significant. According to these results, strategic consciousness has a partial mediating effect on the relationship between open innovation and business performance. Thus, the H4 hypothesis of the research has been also supported.

To analyze the mediating effect in the model, the mediating effect analysis method of Baron and Kenny (1986) has been utilized. According to Baron and Kenny's method, the following stages need to take place to analyze the mediating effect (Baron and Kenny, 1986):

1. The independent variable must have an effect on the mediator variable (path a).
2. The mediator variable must be effective on the dependent variable (path b)
3. The independent variable should have an effect on the dependent variable (path c).

While the independent variable along with the mediator variable is involved together in regression analysis, the effect of the independent variable in the third step on the dependent variable should be lowered or zero.

Figure: Research Model



For the mediating effect analysis, SPSS compatible PROCESS macro plugin developed by Hayes (2013) was used (<http://afhayes.com>). The process macro calculates the effect levels and significance levels of the paths defined by a and b. It also calculates total effect (c path from independent variable to dependent variable), direct effect (c' path where independent variable goes to dependent variable through mediator variable) and indirect effect (difference between total effect and direct effect) (Preacher and Hayes, 2008; Frazier et al., 2004). The Process plugin also provides the results of the Sobel Test used to determine the significance of the mediating effect and the bootstrap confidence interval results used to interpret the significance of the indirect effect (Reutter and Bigatti, 2014).

Statistical significance in SPSS Process bootstrap analysis is understood by the fact that BootLLCI and BootULCI scores are both positive or both negative (Hayes, 2013). As a result of the analysis, it can be said that strategic consciousness can be used as a mediator variable in the relationship between open innovation and business performance (Effect=,2676; BootSE=,0271; BootLLCI=,2161; BootULCI=,3226; p=,000). Accordingly, it can be said that strategic consciousness has a positive and significant effect as a mediator variable in the relationship between open innovation and firm performance (R=0,6; p>0,0001).

Conclusions and Recommendations

While the tourism sector is growing all over the world day by day, as a natural result of this, the competition in the sector is increasing rapidly. Unlike other sectors, because the industry is subject to direct and intense international competition and new products and services are quickly replaced by the same or similar ones by competitors, the need for innovation and shorter innovation times in the sector is higher than many other sectors. But because of its structure, the tourism sector,

unlike other sectors, requires processes and regulations that often require the participation of multiple stakeholders for innovation. For this reason, a sustainable innovation structure is more difficult than other sectors with a closed innovation approach based on only their own internal resources and opportunities in innovation. In this respect, with the transition to an open innovation understanding that offers very important opportunities to the sector, the inclusion of external stakeholders in innovation processes reduces innovation times on the one hand, and on the other hand, expands the number, quality and scope of innovation, and enables the formation of a unique and difficult-to-copy ecosystem in which the stakeholders of companies participate.

However, the changeover from closed understanding to open innovation must be managed well. Chiaroni et al. (2011) and Boscherini et al. (2012), defining the process of change from closed management to open innovation, emphasize the significant role of top administration in conducting change and its requirement for a champion that encourages change at various administrative levels. They also demonstrate that the initial point of changeover in large companies is a change in the organizational structure level. The foundation of a new autonomous open innovation unit (or role) is a significant initiator for change and dispatches signals to other organizational units. To illustrate, in a tiny tourism business, units developing unified solutions for the customer can initiate a change for more important occasions. By means of a pilot project, such units can become internal promoters of open innovation and take the role of purposeful design and management of a network of supporters for open innovation. In particular, new (inbound) open innovation practices, such as crowdsourcing and the role of digital technologies in them, need to be explored. It is also recommended to examine more deeply the advantages and disadvantages of open innovation, such as selling and announcing.

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