

A Review of Present and Future of Strategy of the Malaysian Micro Enterprises Food Services Industry

Sorotan Strategi Masa Kini dan Masa Depan Industri Perkhidmatan Makanan Perusahaan Mikro di Malaysia

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ABSTRACT

As the Covid-19 pandemic expands, businesses will need to discover new methods to cope with it. Lack of consumer access to food is the most serious danger to food security. In building effective strategies, policymakers and business leaders can benefit from exchanging expertise and learning from successful organizations. The goal of this study is to determine how micro businesses in Malaysia's food service sector responded to the epidemic, as well as the industry's future. The author began by doing a narrative literature review to investigate the paper's subject. The author created a review matrix in Microsoft Excel to critically evaluate the publications. Study objectives, techniques, samples, sample size, location, variables, outcomes, and future research are all included in the matrix. Although the pandemic has had a significant impact on businesses in a variety of ways due to a variety of social, cultural, economic, and environmental factors, policymakers and business leaders can benefit from experience sharing and learning from successful businesses in developing innovative and effective strategies to mitigate the pandemic's negative impact on business operations. Food safety and environmental well-being, as well as digital payment and marketing, were identified as potential solutions for the industry's future resilience.

Kata Kunci:

COVID-19;
VUCA; Cloud
Kitchen;
Keselamatan
makanan;
Pendigitalan;
Strategi Kelestarian

ABSTRAK

Apabila wabak Covid-19 melanda, perniagaan perlu mencari kaedah baharu untuk mengatasinya. Kekurangan akses pengguna kepada makanan adalah bahaya paling serius kepada keselamatan makanan. Dalam membina strategi yang berkesan, penggubal dasar dan pemimpin perniagaan boleh mendapat manfaat daripada pertukaran kepakaran dan pembelajaran daripada organisasi yang berjaya. Matlamat kajian ini adalah untuk menentukan bagaimana perniagaan mikro dalam sektor perkhidmatan makanan Malaysia bertindak balas terhadap wabak tersebut, serta masa depan industri. Penulis memulakan dengan

melakukan tinjauan literatur naratif untuk menyiasat subjek kertas kerja. Penulis mencipta matriks ulasan dalam Microsoft Excel untuk menilai penerbitan secara kritis. Objektif kajian, teknik, sampel, saiz sampel, lokasi, pembolehubah, hasil, dan penyelidikan masa depan adalah perkara yang diambil kira ke dalam matriks. Walaupun wabak itu telah memberi kesan yang besar kepada perniagaan dalam pelbagai cara disebabkan oleh pelbagai faktor sosial, budaya, ekonomi dan persekitaran, penggubal dasar dan pemimpin perniagaan boleh mendapat manfaat daripada perkongsian pengalaman dan pembelajaran daripada perniagaan yang berjaya dalam membangunkan strategi yang inovatif dan berkesan untuk mengurangkan kesan negatif pandemik terhadap operasi perniagaan. Keselamatan makanan dan kesejahteraan alam sekitar, serta pembayaran dan pemasaran digital, dikenal pasti sebagai penyelesaian yang berpotensi untuk daya tahan industri pada masa hadapan.

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INTRODUCTION

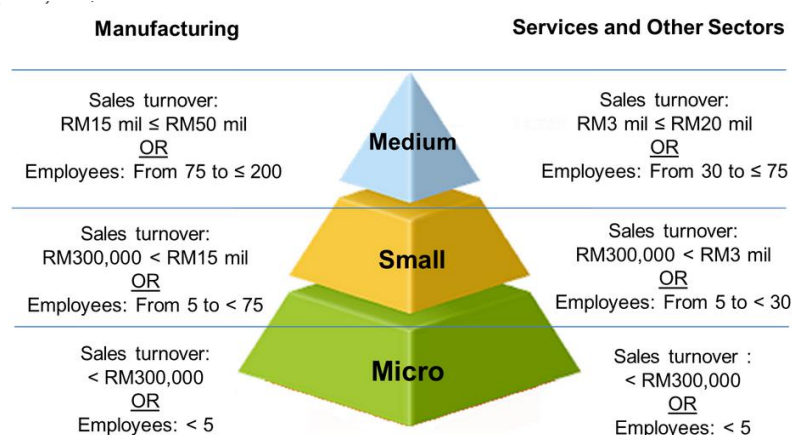
On January 25, 2020, the first three cases of COVID-19 in Malaysia were verified as imported cases. Imported cases are infections acquired outside of Malaysia based on the individual case's travel history. By February 15, Malaysia reported 22 confirmed cases, with 12 people under investigation, and two cases linked to close contacts of confirmed patients (Malaysia, 2020). Many businesses worldwide are badly affected due to the COVID-19 outbreak. As the Covid-19 pandemic spreads around the world, businessperson should create new business methods during this socio-economic, cultural, and health crisis. How to address the future is another critical question for businesses. Although the pandemic has affected businesses in different profound ways due to the various social, cultural, economic, and environmental factors, experience sharing and learning from successful businesses can help policymakers and business leaders to come up with innovative and effective strategies to minimize the adverse impact of the pandemic on the business operation. It is unsurprising that the COVID-19 situation is having a negative impact on SMEs across the country. Because the epidemic is expected to continue and even worsen for some time, officials advise people to stay at home. While some organizations are willing to allow their employees to work remotely, others are not. Small companies will suffer because of customers purchasing less and using alternative methods. As a result, eateries will have to pay more for delivery packing, sanitization, and personal protective equipment when preparing meals.

COVID-19 ushered in an unparalleled food and beverage catastrophe. Closing foodservices created substantial disruptions in the food supply chain, forcing enterprises to rethink their present business strategies and offer new inventive methods to stay afloat during the pandemic. The first lockdown in Malaysia due to the pandemic was enforced on the 18th of March 2020 which lasted until the 3rd of May 2020 (Flanders Investment and Trade, 2021). In Malaysia, between 20-30% restaurants have closed their business since the pandemic started in the early 2020 (Durai, 2021).

While the effects of COVID-19 are still being felt, prior experience demonstrates the significance of an open and predictable business environment in ensuring food can go to where it is required. The greatest threat to food security is not a lack of food, but a lack of consumer access to food: safety nets are critical to avoiding an increase in hunger and food insecurity (Vågsholm et. al., 2020). This paper aims to determine the strategy used by micro enterprise in the Malaysia food service industry during the pandemic and the future of this industry.

There is no commonly recognized broad definition of SME has been established. This is because different economies have different definitions of a SME, which are primarily affected by differing phases of economic growth and the size of their respective economies. It has been a habit for the country and the economy to evaluate the definition of SME on a regular basis to stay up with developments in economic growth and their respective policy directions. Figure 1 illustrates the definition of micro, small and medium enterprises in Malaysia.

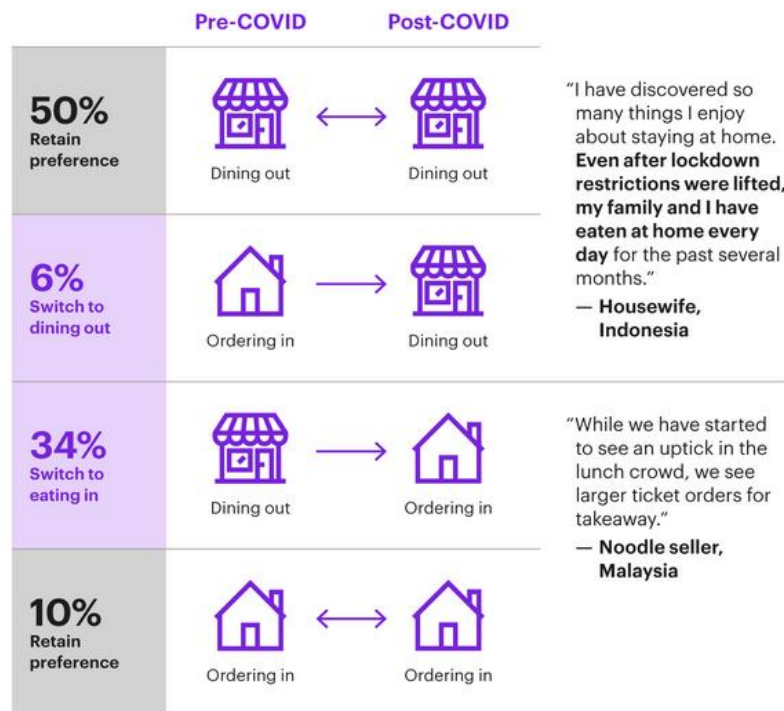
Figure 1: Definition of Category; Micro, Small and Medium Enterprises



(Source: SMECorp Malaysia, 2021)

Malaysia's food and beverage services industry recorded a growth of 11.7 percent in 2017 compared to the previous year. The value of the sector increased from RM66.4 billion in 2015 to RM82.8 billion in 2017, according to the latest official figures (Mahidin, 2019). Figure 2 shows the shift in consumer dining preference in Asia during Pre-COVID and Post- COVID episode. 50% of consumers who dined out during the pre-COVID period will retain their preference to dine out while 6% of those who order in during the same period are willing to switch to dining out during the post-COVID period (Satrio, He, ElRayes, Inoue, & Munro, 2021).

Figure 2: Shift in Consumer Preference



(Source:Satrio, He, ElRayes, Inoue, & Munro, 2021)

METHODOLOGY

In exploring the theme of strategy, the author began by performing a narrative literature review approach. This approach is recommended by Baumeister (1997) and Snyder (2019) in conducting research. A narrative literature review is an examination of the present state of knowledge on a particular subject. They are important because they build a theoretical structure and a research focus or perspective (Baker, 2016). The aim, underlying hypothesis or problem, or the reviewer's argumentative thesis must all be specified in this broad literature review, which serves as the start of a thesis or dissertation. A survey of the most significant and critical components of current knowledge on the issue is provided in this general literature review (Onwuegbuzie AJ, 2016). Narrative overviews are valuable instructional materials since they condense a lot of information into one understandable package. They are useful for giving a general overview of a subject and frequently discuss the history or evolution of an issue or its management (Green, Johnson, & Adams, 2006).

DISCUSSION

Based on the literatures, this paper give insight into the survival strategies employed by the micro food sector operators in dealing with the pandemic crisis.

SURVIVAL STRATEGIES

VUCA

The term VUCA was coined by the US Army to characterize the adverse circumstances that followed the Cold War's end (Arnold, 1987). While the term VUCA was coined by the US Army, it has now gone beyond the military and into the commercial sector. According to (Mack O, 2016), VUCA refers to the environment as it is and as it grows. To put it another way, VUCA is a term used to describe change and the necessity to adapt to it. Sticking to what is previously known and how things have traditionally been done will not suffice in a VUCA environment. To stay ahead of the curve in the future, we must create new concepts, systems, and technologies.

VUCA is an abbreviation that stands for (volatility, uncertainty, complexity, and ambiguity) and denotes a volatile, unpredictable, difficult, and ambiguous situation. Volatility denotes a particularly unstable condition of transition. In other terms, it is unpredictable and erratic. Volatility is the portion of the VUCA acronym that is most closely associated with the traditional definition used in industry. Uncertainty is defined as a lack of assurance about whether an event will have substantial ramifications, as well as a lack of information that has important significance for a specific setting and has unpredictable consequences (Bennett, 2014). The term complexity refers to a complex network of information and operations. Individuals working in a variety of disciplines may face a wide range of issues, decisions, and solutions in their businesses. This is provided as an indication of the uncertainty that exists in today's corporate environment. Ambiguity indicates a lack of comprehension of "the fundamental rules of the game" (Bennett, 2014). The fundamental difference between uncertainty and ambiguity is that the source of the condition of uncertainty may be identified. The most difficult aspect of managing and comprehending VUCA in businesses is not only continual change, but also a comprehensive comprehension of VUCA as a corporate and leadership concept. The capacity to forecast, feel, and react to change is one of the success elements in a VUCA environment, which means that leaders must be willing to adapt to changing situations and discover winning conditions in flexible and innovative ways. Every company must be prepared to deal with a VUCA circumstance since it can occur at any time without our knowledge. If a corporation or organization is unable to deal with VUCA, it will almost certainly suffer massive losses (Gruwez, 2017). VUCA learning is critical in this scenario. Among the relevance of VUCA is that humans must learn to deal with the most recent events, such as learning online rather than offline as before since the country was afflicted by the COVID-19 outbreak. Because of this platform, the VUCA scenario, such as the use of new technologies and payment transitions, such as the use of more online banking payments, is also an example of the VUCA situation (Antonacopoulou, 2014). Every leader today faces the conundrum of not being able to predict the future while yet attempting to make sense of it and benchmark against it to grow their company. Johansen (2007) provides approaches, ranging from storytelling to simulation games, as well as real-world examples, to assist managers in turning the VUCA world on its head by creative application of vision, understanding, clarity, and agility.

Vision

During the pandemic, micro entrepreneurs in the Malaysian food service industry were focused on the survivability and business continuity. The goal was to stay afloat until the epidemic was contained. Because of the stiffness of the competition during this period, they must focus on maintaining the quality of the food, dealing with large order volumes, improving the delivery system, embracing the digital technology in food delivery, and handle complex order and delivery options (Aggarwal & Kapoor, 2020). Within a short period of time, they must adjust and readjust the approaches to keep a steady demand coming from the customers while maintaining their existing customers. During this period of instability, they should stay focused on their core goal while adapting their techniques to fit the environment.

Understanding

Curiosity, eliciting and analyzing arguments, asking the proper questions, flexibility, and agility in thinking, and perceiving the repercussions and possible implications are all important in such situations. Simply said, critical thinking is excellence in cognitive processes that precedes excellence in business activities. Micro enterprises in this industry have utilized methods such as the SWOT analysis and Porter's framework to acquire a better grasp of the issue at hand.

Clarity

Companies must collect information from a variety of sources, conduct logical inquiry and reasoning, and balance the options. Weighing options, making judgments under duress, and testing solutions against relevant criteria are all important. During the pandemic, the micro enterprises must rely on information from the government agencies to better understand the restrictions imposed on their industry. They must rely on the National Security Council of Malaysia. They risk having their premises shut off if they make a decision that is not in accordance with the National Security Council.

Agility

Organizational agility is defined as the capacity to implement timely, effective, and long-term change that results in a performance advantage. (Worley & Jules, 2020). A careful balance of factors that support stability and those that promote flexibility is required for agility. The essential anchors of stability are clarity of vision and comprehension of core skills. Without these, companies risk being nimble without a comprehensive strategy, and risk squandering a lot of time, energy, and other resources pursuing possibilities that we are ill-equipped to capture. Flexibility, on the other hand, involves a thorough awareness of consumers' needs and goals, as well as a thorough understanding of their competition. Understanding these two traits is critical for identifying opportunities when they arise and deciding the best approach for pursuing them.

DIGITALIZATION

An expanding field of an online-to-offline service delivery platform is online meal delivery apps. During the COVID-19 epidemic, an online food delivery app can help the restaurant and catering industries survive by letting customers to order meals from the comfort of their own homes. In this regard, analyzing the end-to-end service quality is critical, beginning with the

engagement with online meal delivery applications for browsing and ordering food and ending with the last mile customer experience with delivery quality and food quality. Malaysian eateries have expanded their food businesses to Internet platforms with delivery service available. Ordering food online has never been simpler, due to the many eateries offering delivery services. Prepared meals are brought directly to the customers' door, saving time and risk of virus contraction.

With the drop in business from eating in, the readiness of strong internet connectivity, and the prevalence of smartphone ownership, many food establishments now offer online ordering and delivery. There are also third-party applications that let customers to explore menus, place orders, and have meals delivered to their door. Customers are spoiled for choice since they can order from many menus using a single app. The variety also allows us to sample different foods daily. Food delivery is convenient for people who want to preserve physical distance by not dining out or who don't have time to purchase, prepare, or cook food. As more individuals begin working from home because of the Covid-19 outbreak, busy employees may order food without leaving their workstations or interfering with their job.

Coming out with their own online system or applications will cause a substantial capital investment. Thus, micro entrepreneurs in the food service industry in Malaysia chose to adopt the available food delivery mobile apps. Table 1 illustrate the selected online food delivery services available in Malaysia and types of services these platforms offered.

Table 1: Selected Food Delivery Service Providers in Malaysia

Service Provider	Type of Service
GrabFood	food delivery services
Lalamove	food delivery service app
SmartBite	food delivery service for restaurant
AirAsia Food	online food delivery service website
Eat Cake Today -	food delivery service for birthday
FoodPanda	hawker food delivery service
Hometaste	home food delivery service
The Naked Lunchbox	healthy food delivery service
Sala	vegan food delivery service
PledgeCare	pet food delivery service
Dietmonsta	food delivery service for weight loss
ChunkyMonkeys	keto food delivery services

(Source: Xinyeegoh, 2021)

In recent times, the notion of digital transformation has taken a firm and commanding position in the debate over the essential aspects that impact the development and survival of modern organizations. One of the most difficult difficulties that businesses confront today is integrating and investigating new digital technology. The goal of digital strategy is to leverage technology to improve company performance, whether that means developing new goods or redesigning existing ones (Reyes, 2021). There is no industry or organization that is immune to the consequences of digital transformation (Rego, Jayantilal, Ferreira, & Carayannis, 2021). With the global COVID-19 impact, efficiency development, social coordination, and resource distribution brought about by digitalization have been extremely vital to the rehabilitation and comeback of businesses (Zhang, Long, & Schaewen, 2021). After the COVID-19 epidemic, customers' attitudes regarding online food delivery were influenced mostly by convenience, time savings, and cost savings. Online meal delivery services attempt to provide clients with convenience by allowing them to acquire their favorite foods at the greatest price and convenience without leaving their homes (Tan, Lim, & Yeo, 2021).

THE FUTURE OF MICRO FOOD SERVICES ENTERPRISES IN MALAYSIA

Digital Marketing and Payment

The epidemic has expedited the use of technology by Malaysian micro food and beverage service firms. Enterprises who are late to the digital bandwagon should use the chance to stand out with digital marketing in the near future. Nowadays, technologically savvy Malaysians primarily find new eateries via delivery apps. Investing in these digital channels will allow businesses to reach more consumers, resulting in increased sales.

Customer-facing digitization will become the standard in the sector. In addition, larger chains will develop and improve their own customer-facing applications, while smaller businesses will continue to rely on aggregators. Companies with sufficient size and minimal menu customization will have an advantage when it comes to turning digital. This will happen first in high-labor-cost economies, then in low-labor-cost markets. During a pandemic, digital payments serve to minimize the physical exchange of money and lower the danger of virus exposure, making it safer for companies to perform everyday financial activities while still providing convenience to customers.

Another potential option is to invest in digital presence by enhancing websites and other social media platform accounts. They will be the focal point of the food service business in the near future. There is a link between brick-and-mortar food service establishments and digital presence. Customers who intend to eat-in may conduct research online before deciding whether to dine at that food business. Micro entrepreneurs in the food service business could invest in digital add-ons such as live chat to answer inquiries and assist new online clients. Easy access to account data such as purchases history, receipts, and payment details are other digital features that should be addressed by retailers.

Cloud Kitchen

Cloud kitchens are commercial facilities that are specifically built to prepare meals for delivery. These commissary kitchens are also known as ghost kitchens, shared kitchens, or virtual kitchens, and the delivery-only food businesses that operate within them as virtual eateries (Colpaart, 2019). Advances in technology and changes in customer behavior have lately

enabled the transition to a delivery-only business. It has several benefits over typical brick-and-mortar restaurants in terms of delivery.

GrabKitchen, Foodpanda, Deliveroo, and Smart City Kitchens are set for unprecedented growth in Southeast Asian markets due to high demand and cost effectiveness (Koralage & Ehteshamfar, 2020). The F&B online meal delivery market is gaining pace as an all-in-one solution for the faltering restaurant business, owing to pandemic-induced new social ways like as social distance. The change of distribution networks to a more decentralized structure is the most recent growth driver. F&B providers of all sizes are working with aggregators and e-commerce delivery companies to give the best market coverage in urban and suburban areas, as well as to manage marketing, branding, and off-store merchandising to create a best-in-class remote experience. The answer may lie in the cost of their own supply chain and logistics systems.

Food Safety and Environmental Wellbeing

Consumers nowadays are increasingly concerned about the environment and want to do their part to decrease waste in food delivery. Food production contributes to climate change, acid rain, and biodiversity loss. The growing popularity of meal delivery poses a novel challenge to the problem of plastic pollution. Food handling will be non-negotiable, including COVID protocols, temperature-controlled storage, and cross-contamination prevention. Companies will prioritize items by consumption volume and risk level. For example, meats, fish, and dairy products will be considered high risk.

CONCLUSION

There is a chance that a new emergency could develop following COVID-19. Governments can take additional steps to mitigate the impact on micro enterprises in the food service industry. Companies should approach the future as a management agenda for future preparations based on lessons learned from the pandemic outbreak. According to the present food services business climate, the pandemic outcome has resulted in a shift in consumer behavior. It will usher in a new normal in terms of eating habits, purchasing power, and exercise patterns. Businesses would need to be cautious while adapting to these new customer behaviors by enhancing financial resilience, business models, and technology fluency. Similarly, for their premises to remain viable, most food services companies will rely on widespread digital usage as a sales channel and communication platform. Future research on the effectiveness of the strategic implementations during crisis such as the COVID-19 pandemic is highly recommended because they will give an in-depth inside into the operational side of the business.

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