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Tourism Destination Image: Towards a Better Performance on Malay Restaurant by Reflecting Competitive Advantage in Business Organization

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Abstract: A study on revisit intention has a different meaning in business development. Competitiveness in business activities such as in Malay restaurants needs to use a various method. To gain the functionality of the development, innovation practices and destination image should be aimed for a better understanding of the overall concept. This study aims to design a conceptual understanding of the destination image and innovation practices toward Malay restaurant performance grounded in competitive advantage theory. Furthermore, competitive advantage provides insight into how the connection between business organizations will help the development and sustainability of business performance. In addition, it will bring a more significant contribution to the structure of the organization. This article suggests that a significant measurement of competitiveness could be ascertained from a performance perspective. The article integrates previous studies on the respective measures and proposes a conceptual framework for tourist destination image. Destination image relates to restaurant performance, which can be studied further in the future. It will contribute to the significance of practicality and theoretically as it mentioned the purpose of destination image and competitive advantage towards Malay restaurant performance. However, in terms of Malay restaurant performance, it still needs to be discussed in depth as it has a limited view of the discussion. Determinants of tourism destination image, innovation practices, and restaurant performance are also discussed for future research.

Keywords: *Competitive advantage, destination image, innovation practices, restaurant performance, intention to travel*

1. Introduction and Background

Tourism activities have changed rapidly over the years influenced by technological advancement and application (Kumar & Shekkar, 2020). The changes are seen as an advantage for the business surroundings to support the local economy and to prepare for the significant relevancy of current demand. In terms of relation, sub-sectors such as tourism and hospitality industry have a major role in progressive advancement towards development. Tourist flexibility of interest and the complexity of their behavior in choosing their preferences during their travel including their preference on choosing food and beverages are unique (Pilis, Kabus, & Miciula, 2022). The relationship in terms of tourist movement and preferences in travel intention and revisit intention has been discussed by Pilis et al. (2022) in the context of food service management.

The rapid growth of technological factors has shaped both tourism and food service industries to become more quality-centric for the customer could be seen in the remarkable market competitiveness (Gheribi & Bonadonna, 2019). As mentioned by Gheribi and Bonadonna (2019), various job creation through these industries have helped in the local economy and generated sustainability for further development. Knowledge in cognitive behavior is illustrated by the statement as important for business opportunity as it influences people's movement, attitude, and behavior to choose their preferences. As stated by Barney (1991), knowledge is an insight that can be equipped by experience and education and it derives a competitive advantage to be more strategically developed.

The growth from the technology advancement has brought a new structure in strategizing the effort on business and marketing (Hassan, Akanmu, Mohamed, & Nazir, 2019). Most of the restaurants have developed their strategy to compete with their competitors and to follow current trends to get more insight from their potential customers. Based on this point, Nafukho, Hairston, and Brooks (2004) stated that knowledge, experience, and skills are inseparable and could reveal significant competitiveness in business performance. It is known to the business development where the prominence evidence by mentioning business performance would gain strategic attainment from the competitive advantage.

Previous studies on Malay business restaurants have indicators of the positive revealed by using competitive advantage (Ghazali, Nashuki, & Othman, 2018; Alias, Ariffin & Abdullah, 2021). However, in the discussion, tourism destination image involvement in the construction is still limited and needs to be discussed thoroughly. The discussion on the subject had not been discussed widely for the related construct and the study on tourism destination image on Malay restaurant performance is limited. Thus, the significance of the study is to specifically justify the construct of tourist destination image and the Malay restaurant performance. While it is important to see how the destination image and business organization should be operating, the study on Malay restaurants would be sufficient as revisiting the intention to travel are indicator of the construct (Kralikova, Peruthova, & Ryglova, 2020).

2. Literature Review

Competitive Advantage: In a study of competitive advantage, it has been reported that competitive advantage will assist business organizations in optimizing performance and motivate the effort of business organizations to develop (Dubey, Gunasekaran, Childe, Blome, & Papadopoulos, 2019). Collins (2020) suggested that competitive advantage is involved within the resource-based view (RBV) theory which works as a stronghold for organizational structure (Azeem, Haider, & Sajjad, 2021). Knowledge sharing and innovation in the organizational process should be implemented for competitive advantage to be integrated with the organizational structure. Other than that, the competitive advantage has been mentioned as a tool in sustaining business performance including innovation practices to maintain the proposition of organizational development (Azeem et al., 2021).

Innovation Practices: Evidence from the study concluded that creativity can be the definition of destination image development in a particular destination (Lita, Faisal, & Meuthia, 2020). This involves innovation practices which the potential can be found by the application of creativity in Indonesia. The implementation of technological advancement and the adoption of new technology would be added to the business opportunity (Ahmad & Scott, 2019). The role of innovation can be seen in the Malaysian restaurant industry which comprehends the tourism quality involving revisiting intention and travel destination image (Chowdhury, Prayag, Patwardhan, & Kumar, 2020). In the context of restaurant performance, innovation practices have been described as one of the tools to develop the internal and external environment of company profitability (Najib, Septiani, & Nurlaela, 2020). As mentioned in the previous study on the restaurant industry, innovation could represent the restaurant's image and also give necessary guidance for the restaurant to evolve (Lee, Hallak, Sardeshmukh, 2019).

Tourist Destination Image: Previous studies mentioned the concept of tourism destination image has seemed vague and normally referred to the psychological aspect which has an uncertain definition to define the term (Lai & Li, 2015). Several scholars attempted to examine the term to relate it to the current concept (Gallarza, Saura, & Garcia, 2002; Pike, 2007). Based on the empirical evidence from the previous findings, there is a different perspective on each of the evidence by using different methods. For instance, the quantitative method had different connotations on the analysis and the qualitative had a different value on the perspective. Based on Hetzel (2023), the term can be simplified by following the factors that have been listed to define tourism destination image, (1) rich with heritage, (2) cuisines heritage, (3) affordable and friendly locals, (4) entertainment consideration, (5) rich with histories, (6) shopping, and (7) festivals. These factors are common in creating an image of destination development. Furthermore, the responsibility of local authorities to initiate factors for the development of destination is likely to be resorted.

However, Rasoolimanesh, Seyfi, Rastegar, and Hall (2021) argued that the implication of destination image should be improved by the psychological needs of individuals which are influenced by their experience and behavior. Particularly, previous scholars have mentioned the usage of cognitive and affective components in specific destination images (Tan & Wu, 2016; Karl, Muscat, & Ritchie, 2020). In addition, other scholars mentioned that the cognitive component should be measured by implying two determinants known as an intention to travel and revisit intention. From the statement, it can be concluded that destination image can be reflected in the two factors that involve cognitive and affective as well as it could affect the whole decision of an individual to travel and revisit the destination.

The Influence of Intention to Travel on Restaurant Performance: Cognitive and affective abilities have been discussed widely by previous studies to indicate the complexity of destination image (Tassiello & Tillotson, 2020). The connection the captivity has re-known the term of destination image with travel motivation which involved subjective terms of one's previous visit and travel experience. The concept of travel intention has been justified by Zhang, Wu, Morrision, Tseng, and Chen (2018) as an indicator of the individual's desire and perception of the quality that is residual in the destination. It also involves the way the individual experiences the service quality of any hospitality provider including the restaurant business.

However, based on Ting, Fam, Cheah, Richard, & Nan (2019), found that the opportunities in the food and beverages and restaurant business with destination image have a significant contribution to the intention to travel. Following the rules in cognitive and affective abilities, the researchers have stated that the influence that might appear in individual psychological thought to choose the restaurant or food and beverages involves the authenticity, quality, ingredients, and preparation of the cuisines themselves (Ting et al., 2019). The experience that they will gain through the consumption of food will potentially bring the intention upfront. Hasan, Som, and Ismail (2018) have their opinion on the statement which justified that the intention to travel is related to the satisfaction and intention to revisit. This is where the determinant spreads for the relation between dimensions.

The Influence of Revisit Intention on Restaurant Performance: Individuals who decide to revisit the destination have a different behavior which can be classified into their intention for the destination's innovation, promotional effort, and positive memory which come from experience (Um, Chon, & Ro, 2006). Based on the report that has been prepared by Zhang, Wu, and Buhalis (2017), most of the tourists who decide to revisit the destination are generally influenced by their perception and experience. The destination also depends on these factors to keep loyal visitors from revisiting the destination. In addition, there were arguments on the revisit intention comes from the ethnic food and ethnic restaurant performance (Hwang, Kim, Choe, & Chung, 2018). For instance, Korean culture has evolved to be the most followed culture including their trend of food and the intention is majorly on the satisfaction and experience of the tourist from television, food culture, and the first-time traveller to South Korea (Omar & Karim, 2013).

On the other hand, Khairi and Darmawan (2021) suggested that restaurants should follow past studies to conserve food authenticity to keep loyal visitors. Furthermore, Safian, Osman, Wahab, Othman, and Azhar (2021) claimed the same justification which indicates that the focus of restaurants should be more on sustaining the quality, uniqueness, service quality, attractiveness of the destination, location, tourism facilities, and the most important thing is the satisfaction of the customers. These factors are inevitable and could bring more visitors and repeat customers by following the destination image logical understanding. Therefore, the destination image is an important suggestion for restaurant performance to be more reliable and competitive.

Restaurant Performance: The restaurant industry has been mentioned as one of the massive contributors to gross profit (Domi, Keco, Capelleras, & Mehmeti, 2019). The report from WTTC (2018) stated that the restaurant industry made a profitable growth financially in the development of society. The effectiveness of technological advancement and other factors in developing and sustaining restaurant performance can be seen as an external contribution for a particular reason. As mentioned by Bagur-Femenias, Perramon, and Oliveras-Villanueva (2019), the quality that is needed to sustain restaurant performance includes the serving, menu, food, and environment. These qualities will guide the restaurant to be more competitive according to the competitive advantage theoretically. It offers a direct change based on the determinants of restaurant performance namely growth, sustainability performance, profitability, and satisfaction with performance (Lai, Abidin, Hasni, Karim, & Ishak, 2021; Kim & Jang, 2020; Erkmen, 2019; Isnaini, Nurhaida, & Pratama, 2020)

In a case study in the context of Malay restaurant performance, one of the factors that provide a useful advantage for the restaurant's persistence is the image that has been portrayed by the restaurant to attract customers and revisit customers (Abdullah & Isa, 2020). An exceptional finding that mentioned clearly how the destination image would contribute to the restaurant's sustainability and performance in terms of tourism context. However, a previous study stated that in terms of sustaining the restaurant's overall performance, the managers and owners of the restaurant should emphasize the performance indicators and attributes namely resources, materials, handling, service, environment and other indicators involved (Ramli & Surbaini, 2020).

Tourist Destination Image Conceptual Framework: The contribution of the tourism sector has brought about a massive development in the local economy. Based on the statement of a previous study, the tourism sector has opened up various opportunities and left a remarkable perception of tourist destinations including destination image (Al-Ansi & Han, 2019). It has not evolved only for the sole purpose; however, it involved other sub-sectors that comprehend the availability of the massive sector. The restaurant industry is truly given an inspiring opportunity to evolve and align with the tourism sector as one of the factors of tourist perception of the destination image is restaurant attributes (Lai, Khoo-Lattimore, & Wang, 2017). Other than that, travel decision was made by the tourist because of their intention based on their perception of the destination. Meanwhile, revisit intention is based on their experience throughout the expedition in the foreign countries or the destination provider. Based on the antecedents that have been discussed, tourist experience and knowledge are a breakthrough for food image and branding (Lai et al., 2017). The positive food experience might have a possibility for the tourist to decide whether it is suitable for them to revisit the place for another food experience (Hsu & Scott, 2020).

Furthermore, competitive advantage plays a major role in connecting the performance of a restaurant to be acceptable for customer consumption (Gheribi & Bonadonna, 2019). Destination image has been mentioned as a possible indicator of the visiting customer who comes from word of mouth (WOM) or revisit customer (Kralikova et al., 2020). This argument is in line with the other scholars who mentioned that the business strategy should try to provide demand from the environment, quality of service, excellent menu, and good management (Kumar M, Govindarajo, & Khen, 2019). A case study about the changes in the restaurant has implied that the destination image has created value from the perspective of the customer which supports the restaurant's name (Ragab, Mahrous, & Ghoneim, 2019).

Literature on destination image has explained the essential dimensions of destination image known as intention to travel and revisit intention. Based on the arguments and assumptions on tourist destination image literature, there is a significant finding relating the construct to restaurant performance. The concept of destination image can be applied to get a greater impact on restaurant sustainability which eventually provides a greater effect to the local expenditure, economically. The destination image is grounded by two major elements in the construct namely intention to travel and revisit intention. Therefore, the construct can be measured for the relevancy of better restaurant performance and sustainability performance.

3. Discussion

In this article, the relationship between tourist destination image and Malay restaurant performance is discussed to get ample results of the variables. Although a fundamental understanding of tourist destination image focuses on the tourism industry, the review of previous literature has a significant impact on the restaurant industry and food and beverages industry as well (Hsu & Scott, 2020; Lai et al., 2017). It can be concluded that tourist destination image has affecting factors that can be applied in any sub-sectors in the tourism and hospitality industry. Various studies on tourist destination image have made an impact on the effort to identify the tourist experience and knowledge to revisit the destination and to have an intention to go travel because of the destination image; however, there has been limited study on the ethnic restaurants. From the perspective of literature, there seems to be consent on destination image and Malay restaurant performance are two important components in handling sustainability performance. The measurement of destination image will directly respond to the Malay restaurant performance which refers to the indicators that have been mentioned (intention to travel and revisit intention).

4. Conclusion

The proposed conceptual model integrates the relationship between tourist destination image and restaurant performance in computing the overall assessment of Malay restaurant sustainability performance. The proposed conceptual model offers a different set of determinants which includes growth, sustainability performance, profitability, and satisfaction with performance (Lai et al., 2021; Kim & Jang, 2020; Erkmen, 2019; Isnaini et al., 2020). Hence, the critical understanding of the dynamism of tourist destination image and restaurant performance will help the integrated conceptual framework to understand the whole structure of tourism ability and restaurant strength in sustaining business performance.

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