

العلاقة بين الكفاءة الذاتية الريادية و نجاح تطوير منتج جديد : الدور الوسيط للتوجه الريادي

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مدرس إدارة الأعمال بكلية التجارة - جامعة المنصورة

الملخص :

تهدف الدراسة الحالية لفحص العلاقة بين الكفاءة الذاتية الريادية و نجاح تطوير منتج جديد من خلال توسيط التوجه الريادي. تم جمع بيانات الدراسة من خلال قائمه استقصاء وجهت إلى 200 من مديري المطاعم بمدينة المنصورة. واستخدام الدراسة أسلوب تحليل المسار لاختبار فروض الدراسة من خلال تطبيق برنامج Warp (P.L.S 6.0). وأشارت نتائج الدراسة إلى وجود تأثير معنوي للكفاءة الذاتية الريادية على كل من التوجه الريادي و نجاح تطوير منتج جديد. كما توصلت الدراسة إلى وجود علاقة غير معنوية بين الكفاءة الذاتية الريادية و نجاح منتج جديد من خلال توسيط التوجه الريادي.

كلمات افتتاحية :

الكفاءة الذاتية الريادية , التوجه الريادي , نجاح تطوير منتج جديد

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Entrepreneurial self-efficacy and new product development success: the mediating role of entrepreneurial orientation

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Abstract

This paper examined the relationship between entrepreneurial self-efficacy (ESE) and new product development success (NPDS) through the mediating role of entrepreneurial orientation (EO). Data were collected from 200 restaurants managers in Mansoura city-Egypt using a questionnaire. Path analysis technique was employed to test the research hypotheses using Warp PLS version 6.0. The research results showed that entrepreneurial self-efficacy significantly influences both entrepreneurial orientation and new product development success. Furthermore, there was a non-significant indirect relationship between entrepreneurial self-efficacy and new product development success via entrepreneurial orientation.

Keywords: Entrepreneurial Self-efficacy; Entrepreneurial Orientation; New Product Development Success.

Introduction

Small and medium-sized enterprises (SMEs) have been identified as significant generators of economic development (Acs et al., 2008). One of the primary means by which SMEs accomplish this important task is the introduction and marketing of innovative products and services (Radas et al., 2009: p. 438). For more than half a century the literature has proposed the importance of innovation as a central component of successful capitalist endeavors (Burns & Stalker, 1961; Schumpeter, 1934). However, review of foodservice innovation management is a much more recent assumption (Jones, 1996; Feltenstein, 1986). The factors affecting innovative foodservice products are multidimensional and complex as customers' preferences and food patterns that are constantly changing (Ottenbacher & Harrington, 2009a). Innovation is also a central component of entrepreneurship, which is also important when researching locally owned restaurants since the owners of these enterprises are so called entrepreneurs (Jogarathnam, Tse, & Olsen, 1999). The entrepreneurship theory of innovation recognizes entrepreneurs through the introduction of innovation as a major driver of economic growth (Schumpeter, 1952).

Studies of entrepreneurship in tourism and hospitality have focused on entrepreneurial self-efficacy (Hallak, Assaker, & Lee, 2015; Hallak, Assaker, & Connor, 2012; Hallak, Brown, & Lindsay, 2012; Hallak, Lindsay, & Brown, 2011). Tourism entrepreneurs with high entrepreneurial self-efficacy believe in their entrepreneurial capabilities, minimizing their self-doubt that allows them to pursue entrepreneurial opportunities, to be more persistent in overcoming failure and to be more positive in facing challenges (Chen et al., 1998; Hallak et al., 2011).

Mainly, entrepreneurial orientation is imperative to maintain a constructive and proactive emphasis on innovative new products that support future and ambiguously defined customer requirements (Atuahene-Gima & Ko, 2001; Covin, 1991; Slater & Lerner, 1995). In fact, success tends to be determined by the successful performance of the individual tasks themselves or, more precisely, the actions and orientations of the company (Covin & Slevin, 1989). Entrepreneur orientation, in particular, has been commonly used to examine such relationships (Lumpkin & Dess, 1996); whereas compared to analyses of entrepreneurial self-efficacy, studies still do not understand completely the long-term success consequences of the entrepreneurial orientation (Covin & Lumpkin, 2011). While it is increasingly accepted that entrepreneurial self-efficacy and entrepreneurial orientation can perform significant roles in business performance attempts to directly identify the empirical effects of entrepreneurial self-efficacy and entrepreneurial orientation are rare still (McGee & Peterson, 2019).

Previous studies have examined the direct and indirect impacts of entrepreneurial self-efficacy and entrepreneurial orientation on new product development success. Therefore, regarding the importance of new product development its role in helping restaurants to sustain their product portfolio's ability to compete and thus leverage competitive advantage. Hence, the two research questions are: (1) what are the direct effects of entrepreneurial self-efficacy and entrepreneurial orientation on new product development success? (2) To what extent does entrepreneurial orientation mediate the relationship between entrepreneurial self-efficacy and new product development success in foodservice SMEs? In order to answer these questions, the current study aims to investigate the direct and indirect effect of entrepreneurial self-efficacy on new product development success via entrepreneurial orientation.

Literature Review and Hypotheses Development

The study adopts the following conceptual framework, as shown in Figure 1.

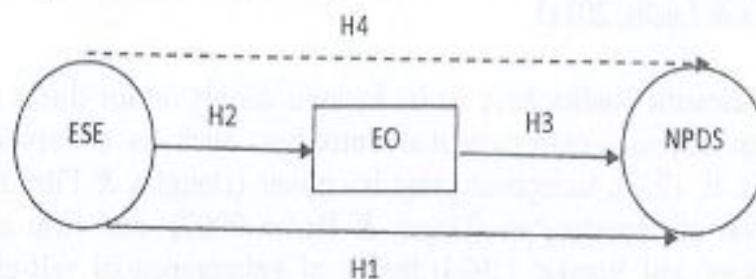


Figure (1): Conceptual Framework

1. Entrepreneurial self-efficacy and new product development success

Self-efficacy refers to the explicit confidence of individuals in their own capabilities and skills to execute a specific task (Bandura 1986). Individuals generally avoid tasks for which they have low self-efficacy, while on the flipside they are attracted to work better on tasks where they feel they have greater self-efficacy (Forbes 2005). Entrepreneurial self-efficacy refers to a person's belief in his / her ability to accomplish entrepreneurial tasks effectively (Chen et al., 1998). These activities include developing new product and growth opportunities, creating an innovative atmosphere, establishing investor partnerships, defining key goals, resolving unexpected problems, and developing vital human resources (De Noble et al., 1999).

Entrepreneurial self-efficacy is emerged from the theory of self-efficacy, which was itself based on theory of social learning (Bandura, 1997). The level of self-efficacy influences the motivation, commitment, determination of individuals in the face of

challenges, emotional stability, and stress levels (Bandura & Locke, 2003; Segal, Lorgia, & Schoenfeld, 2005). Self-efficacy theory assumes that when a person believes that through their actions they can achieve a desired outcome, they are more likely to respond and achieve that outcome (Bandura, 1997). As a result, a high level of self-efficacy increases the individual's perseverance, leading them to achieve better results in their pursuit of success (Segal et al., 2005). As Chen et al. (1998: p. 01) suggest, individuals with strong belief in their entrepreneurial self-efficacy are likely to identify difficult situations as incentives such as income, society appreciation and psychological satisfaction (Hisrich & Brush, 1984); given that motivated individuals who feel self-efficacious, are more likely to be innovative and expect success in their work (Spreitzer, 1995). New product development is commonly defined as a key source of competitive advantage and essential to marketing strategies, allowing businesses to fulfill consumer needs and desire to be more successful than their competitors (Verona, 1999). Therefore, new product development performance depends mainly on the ability of companies to create economic as well as environmental and social benefits for consumers and other stakeholders (Swan & Luchs, 2011).

Entrepreneurship scientific studies have so far focused mainly on the direct effects of self-efficacy on different entrepreneurial outcomes, such as entrepreneurial intentions (Chen et al. 1998); intrapreneurship intentions (Douglas & Fitzsimmons 2012); identification of opportunities (Ozgen & Baron 2007); and firm success (Corbett, 2005). Boyd and Vozikis (1994) theory of entrepreneurial self-efficacy indicates that entrepreneurial self-efficacy can also moderate the relationship between antecedents and entrepreneurial behavior. The findings of empirical analysis by Hmieleski and Corbett (2008) showed that entrepreneurial self-efficacy had a positive moderating impact on the association between the improvisational attitude of an entrepreneur and the success of a company. In addition, the entrepreneurship theory of innovation (Schumpeter, 1952) indicates that entrepreneurial firms evolve and thrive through the entrepreneur's ability to constantly innovate to lead or to respond to changes in competitive environments involving customers and competitors (O'Dwyer, Gilmore, & Carson, 2009). Therefore, a key driver of the business performance could be the restaurant entrepreneur's ability to develop new product and market opportunities (Lee, Hallak, Sardeshmukh, 2016). However, an investigation into how entrepreneurial self-efficacy influences the new product development success of foodservice firms remains unexplored. Drawing on empirical evidence and self-efficacy theory (Bandura, 1997), the following hypothesis is presented:

H₁: Entrepreneurial self-efficacy has a significant positive effect on new product development success.

2.1 Entrepreneurial self-efficacy and entrepreneurial orientation

Over the past few decades, two streams of research have arisen to investigate the variation in business success, namely entrepreneurial self-efficacy and entrepreneurial orientation (McGee & Peterson, 2009). There is strong evidence that entrepreneurial orientation remains as a vivid research theme that inspires discussion and frequent attention by scholars (Martens, Lacerda, Belfort, & Freitas, 2016; Wales, 2016). Entrepreneurial orientation refers to strategic processes that provide companies with the foundation for entrepreneurial decisions and actions (Rauch et al., 2009: p. 762) and include outcomes and management-related preferences, ideologies and attitudes as articulated by top-level managers of a company (Covin, Green, & Slevin, 2006). Based on the conceptualization of Miller (1983) and as examined in the Covin and Slevin (1989) instrument, the construct of entrepreneurial orientation is most commonly conceptualized by the ability and willingness of a firm to: (1) innovate (innovativeness), (2) take action in anticipation of changes (pro-activeness), and (3) take chances (risk taking).

Self-efficacy, primarily entrepreneurial self-efficacy, has drawn growing interest as research indicates that the confidence of a person in their ability to perform effectively affects their decision to start up a new venture (Chen, Greene, and Crick 1998; Krueger and Brazeal 1994; McGee et al. 2009). The connection between entrepreneurial self-efficacy and entrepreneurial career opinions has been specifically explored by an extensive body of research in the area of entrepreneurship (Wilson, Kickul, & Marlino, 2007). Boyd and Vozikis (1994) proceed to assume that persons with greater levels of entrepreneurial self-efficacy in the early phases of career building will have higher entrepreneurial aspirations, and that those with higher self-efficacy and higher ambitions will have a higher likelihood of being engaged in entrepreneurial activity later in life. Evidence strongly indicates that the entrepreneurial self-efficacy degree affects the decision to start up a new venture (Chen, Greene, & Crick, 1998; McGee et al., 2009). Thus, based on the above discussions, this study suggests the following hypothesis.

H₂: Entrepreneurial self-efficacy has a significant, positive direct effect on entrepreneurial orientation.

3 Entrepreneurial orientation and new product development success

Entrepreneurs have a significant influence on small business orientations, strategies, and success (Hallak et al., 2011). This influence derives from the claims that the small business enterprise is an expansion of the person in charge and the

independent entrepreneur is considered to be the company (Lumpkin & Dess, 1996: 138). Which is why, understanding the role of the entrepreneur in developing company-level innovations is important (Hadjimanolis, 2000).

Scholars believe that entrepreneurial orientation leads to better performance because companies with such an orientation are better prepared to deal with fast changing dynamic environments shorter product life cycles and increased competitiveness (Kreiser, Marino, & Weaver, 2002; Tang et al., 2008; Wiklund & Shepherd, 2003). Some studies showed the importance of these dimensions to entrepreneurial success. Innovative companies may generate economic performance by developing and introducing new products services, and technologies (Wiklund et al. 2009). Through introducing and launching these innovations proactively, companies can build and reserve their competitive advantage (Zahra & Covin, 1995). And by taking bold and decisive measures to leverage opportunities, companies can produce sustainable, long-term growth (Lumpkin & Dess 1996). Entrepreneurial orientation is specifically expressed in the entrepreneurial approach and has a direct impact on firm success (Sapienza & Grimm 1997). Entrepreneurial orientation can be viewed as strategic entrepreneurial processes used by key decision-makers to implement the organizational objective of their business, preserve their vision and build competitive advantage (Rauch et al. 2009: p. 763).

Moreover, recent research's theoretical and empirical claims converge on the premise that small businesses profit from an entrepreneurial orientation (Rauch et al., 2009). In addition, Wiklund (1999) suggests that efforts to increase entrepreneurial orientation could be beneficial for small firms because a positive relationship between entrepreneurial orientation and firm performance has been verified. The entrepreneurial orientation of a firm is simply a reflection of its internal culture, which promotes creativity and enables the company to introduce and receive the rewards of successful innovations (Madsen et al., 2007; Zahra, 2005). Extensive research has shown that companies with an entrepreneurial orientation are less likely to be bureaucratic or constrained by technical inertia that hinders new product development ideas from being implemented (Chandy and Hiss, 2000). Entrepreneurial orientation has also been proven to have a significant effect on new product development results (Danneels and Kleinschmidt, 2001; Li et al., 2008a) by developing products that precipitate customer needs and consequently changing consumer behaviors (Berthon et al., 1999). Therefore, this study proposes the following hypothesis.

H1: Entrepreneurial orientation has a significant, positive direct effect on new product development success.

4 The moderating role of entrepreneurial orientation

Integrating H1, H2 and H3 arguments, this study suggests that entrepreneurial orientation acts as a mediator in the relationship between entrepreneurial self-efficacy and new product development success. This hypothesis is founded on the premise that entrepreneurial self-efficacy strengthens attitudes towards entrepreneurial orientation, and in consequence, entrepreneurial orientation is favorably connected with the new product development success. Therefore, this study adopts the following hypothesis.

H4: Entrepreneurial self-efficacy has a significant positive indirect effect on new product development success through entrepreneurial orientation.

2. Research Design

1 Sample and data collection

The number of restaurants in Mansoura city- Egypt 464 restaurants according to Chamber of Commerce records in Dakahlia Governorate. Saunders et al. (2009) stated that the appropriate sample size depends on the margin of error, the confidence level, and the population size. This study used a margin error equals 5%, confidence level of 95%, and the size of the society ranges between 400 and 500, which requires a sample size between 196 and 214. A back translation method was employed to confirm the consistency of the real meaning of each item in the original questionnaires. Then, a pre-test through using 30 questionnaires were applied to validate the questionnaire. 250 questionnaires were delivered to the restaurants managers. 200 out of 225 questionnaires were valid (response rate = 90%).

To test the non-response bias, Armstrong and Overton (1977) mentioned that the early respondents should be compared to the late ones. T-test confirmed that there is no significant difference between early and late responses. Therefore, non-response bias is not an issue. Furthermore, Podsakoff, et al. (2003) recommended that the common method bias is tested using Harman's one-factor test, which is employed when many deviations may be explained by a single variable. The findings showed that there is no common variable bias appeared in the un-rotated factor.

2 Measurement development

All the constructs were measured with a Likert-type 5 point scale (5 = strongly agree, to 1 = strongly disagree). To assess entrepreneurial self-efficacy, this study used an 11-item scale of the Chen et al. (1998) that is recently used by Prodan and Novsek, (2010). Restaurants managers specified how they fit into each statement about entrepreneurial self-efficacy. This scale is more based on capturing the self-

ted skills of an individual to perform various venture-related tasks such as persuading others into the validity of an idea, finding opportunities and starting a business. Shan, Song and Ju (2016) nine-item scale was used to capture the entrepreneurial orientation. Managers specified how far entrepreneurship is assessed as an overall strategic posture. New product development success was measured using a 4-item scale based on Atuahene-Gima and KO (2001), Durmuşoğlu and arczak (2011), and Li and Huang (2012). These items were adopted and arranged in a new product development context in order to determine the degree to which a restaurant achieves the desired outcomes to create and introduce a new menu item to the marketplace in terms of degree of customer satisfaction, sales and profits, or average market share of the restaurant. In addition, the contribution to the overall success of the restaurant.

Model Analysis and Results

Path analysis is employed to test the research model using partial least squares (PLS) model with Warp PLS version 6.0. According to Hair et al. (2010: p.98), PLS builds on a set of nonparametric evaluation criteria to assess measurement and structural model results. The inputs are grouped into two models named the measurement and structural model as follows.

1 The measurement model

The measurement model is used to assess the instruments' quality in terms of item factor loadings, internal consistency and discriminant validity. Table 1 presents the measurement model. All constructs are reflectively measured as first-order factors. The items loadings are ranging from 0.65 to 0.830 ($p < 0.001$). For Cronbach's alpha (α) and composite reliability (CR), Hair et al. (2010) suggest that α and CR values should be at least 0.60 to be reliable. The values of α and CR are > 0.70 for different constructs. This clearly implies that the measurement model is reliable. Finally, to evaluate the convergent validity, the average Variance Extracted (AVE) is used. Fornell and Larcker (1981) recommend that AVE value should be at least 0.50. The AVE values are greater than 0.50 for all constructs. These results indicate an adequate convergent validity.

Table 1: Measurement model

Constructs	Loading	Cronbach's Alpha (α)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Entrepreneurial self-efficacy (ESE)		0.841	0.888	0.614
17	0.691			
18	0.830			
19	0.828			
20	0.784			

E11	0.776			
Entrepreneurial Orientation (EO)		0.600	0.786	0.553
1	0.805			
2	0.765			
7	0.652			
Product Development Process (NPDS)		0.650	0.809	0.587
DS 2	0.768			
DS 3	0.708			
DS 4	0.818			

Table 2 showed the correlations and discriminant validity. The bold numbers in the diagonal show the square root of AVE while the numbers below them show the correlation coefficients. The square root of AVE for each construct is greater than the variance shared with the remaining constructs. Therefore, all measures adopted in this study are valid and internally consistent (Henseler et al., 2009).

Table 2: Correlation matrix and discriminant validity

	ESE	EO	NPDS
ESE	0.783	0.182	0.152
EO	0.182	0.743	0.276
NPDS	0.152	0.276	0.766

2 The Structural Model

Table 3 showed the findings related to testing the study's hypotheses. Effect sizes (f^2) were employed to evaluate the extent to which independent variables affect the dependent variable. The following formula was used to estimate the effect size for the path coefficients: $f^2 = [R^2_{included} - R^2_{excluded}] / [1 - R^2_{included}]$ (Chin, 2010). The effect sizes should be 0.02, 0.15 and 0.35 for small, medium and large effect sizes, respectively (Lew & Jakovics, 2013; Cohen, 1988).

The results showed that the effect sizes of the relationship between ESE and NPDS; ESE and EO; EO and NPDS are small (f^2 value = 0.04; 0.06; 0.07; respectively) where the effect size of the indirect association between ESE and NPDS via EO is weak (f^2 value = 0.1).

Table3 Path coefficients for the research model.

Hypotheses	Path coefficient	Effect size	Results
H1: ESE → NPDS	0.169 (0.007)	0.04	Supported
H2: ESE → EO	0.241(0.001)	0.06	Supported
H3: EO → NPDS	0.236(0.001)	0.07	Supported
H4: ESE → EO → NPDS	0.057 (0.125)	0.01	Rejected

In terms of testing the research hypotheses, the path coefficient for the direct effect of ESE on NPDS is significant ($\beta = 0.169$, $p < 0.007$). ESE is significantly and positively associated with EO ($\beta = 0.241$, $p < 0.001$) whereas EO positively affects NPDS ($\beta = 0.237$, $p < 0.001$). Finally, EO did not mediate the relationship between ESE and NPDS ($\beta = 0.057$, $p < 0.125$). Therefore, H1, H2 and H3 are accepted but H4 is rejected.

Discussion

This study examined the direct link between entrepreneurial self-efficacy and new product development success, using entrepreneurial orientation as a mediator. The study's results indicated that entrepreneurial self-efficacy is significantly and positively linked to new product development success (H1). It is evident that restaurant managers with high levels of entrepreneurial self-efficacy trust their ability to achieve high performance levels, and set higher and more challenging goals. This motivates them to work hard to identify and generate more opportunities and support them as well in ways that increase the capacity of their restaurants to excel in innovating a superior new menu-items (i.e., characterized by high quality, speed-to-market, and cost efficiency). Thus, it is critical for restaurant managers to constantly develop new products and market opportunities through innovation integration as it contributes the most to improving restaurant performance compared other rivals.

The second hypothesis (H2) assumed that entrepreneurial self-efficacy would have significant, positive direct impact on entrepreneurial orientation. The study's results have supported this hypothesis. Considering the complexity of entrepreneurial ventures, a high degree of self-efficacy is critical throughout the life cycle of the endeavor. In other words, entrepreneurs with higher entrepreneurial self-efficacy are more effective in their entrepreneurial pursuits than those with lower entrepreneurial self-efficacy. Interestingly, the study revealed that people who have started up a new venture have a higher degree of entrepreneurial self-efficacy.

H3 proposed a direct positive relationship between entrepreneurial orientation and new product development success. This was supported by the study's results. Results suggest that restaurants that improve their entrepreneurial orientation enjoy better overall new menu-item performance (i.e., higher new menu-item customer satisfaction, sales, and profits), which in turn would lead to boost in their overall restaurant performance. Conceptualizations of entrepreneurial orientation as a strategic managerial stance explain how restaurants consider businesses' managerial approaches to drive their restaurant entrepreneurial behavior and in turn new product development success. More specifically, focusing on the decision-making techniques, practices and decision-making patterns that managers use to pursue new opportunities into the market and additional management considerations beyond innovation, pro-activeness and risk-taking enhance the product innovation performance outcomes (new menu-item & market entry).

Consistent with Hypothesis 4, this study found that entrepreneurial self-efficacy has a non-significant indirect effect on restaurant new product development success via entrepreneurial orientation. This model only confirms the direct relationships between the research variables. These findings provide new knowledge that improves our understanding of the mechanism by which entrepreneurial self-efficacy affects new product development success in restaurants. Restaurant managers with high levels of entrepreneurial self-efficacy have more belief in their ability to start up a new venture and take bold and decisive measures to leverage opportunities and produce sustainable, long-term growth, which in turn promotes the instant identification of new ideas leading to greater capacity to develop new menu-items and exploit market opportunities.

The results suggested that more self-efficacious owner/ managers may enjoy a relatively greater likelihood of new product development success (i.e., efficiencies, differentiation advantage) and guiding the business to better performance. The results found empirical evidence supporting the benefits of adopting an entrepreneurial orientation on new product development success. This is an incredibly important finding because adopting a strategic approach, such as entrepreneurial orientation, can be quite costly and time consuming. Restaurants owner/managers are advised to be careful enough to ensure that their endeavors have the potential to yield results. Restaurants founders / managers could develop training programs that highlight practices to enhance the human capital of restaurant owners and their entrepreneurial capabilities. Such training programs should include 'learn by doing' activities namely incorporating individuals in business situations, which

as been proven to improve the entrepreneurial capabilities of an individual. In addition, programs should emphasize on developing market skills along with industry-specific knowledge regarding competition, trends, consumer demands and government regulations. Growing restaurant owners' entrepreneurial capabilities yields entrepreneurial restaurants that put emphasis on creativity, innovation and adding value. These are keys to success in restaurants.

Future Research

This study recommends two new ideas for future research. Firstly, they should investigate the moderating role of entrepreneurial orientation in the relationship between entrepreneurial self-efficacy and new product development success. Secondly, they may use longitudinal data to investigate whether any changes may be captured in relation to entrepreneurial self-efficacy, entrepreneurial orientation and new product development success.

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Appendix 1: Measures used in this study

Entrepreneurial Self-Efficacy (ESE)

- SE1: I have confidence in my ability to identify the need for my products & services.
- SE2: I have confidence in my ability to design a product or svc that will satisfy customer needs & wants
- SE3: I have confidence in my ability to get others to ID with & believe in my vision.
- SE4: I have confidence in my ability to make contact with and exchange information with others
- SE5: I have confidence in my ability to estimate customer demand.
- SE6: I have confidence in my ability to estimate the amount of working capital needed to in my restaurant
- SE7: I have confidence in my ability to organize & maintain financial records.
- SE8: I have confidence in my ability to read & interpret financial statements
- SE9: I have confidence in my ability to manage the financial assets of my restaurant.
- SE10: I have confidence in my ability to supervise employees
- SE11: I have confidence in my ability to train employees

Entrepreneurial Orientation

- O1: The term "risk taker" is considered a positive attribute for people in our restaurant
- O2: People in our restaurant are encouraged to take calculated risks with new ideas.
- O3: Our restaurant emphasizes both exploration and experimentation for opportunities
- O4: We actively introduce improvements and innovations in our restaurant.
- O5: Our restaurant is creative in its methods of operation
- O6: Our restaurant seeks out new ways to do things.
- O7: We always try to take the initiative in every situation
- O8: We excel at identifying opportunities.
- O9: We initiate actions to which other restaurants respond.

New Product Development Success

- DS1: New restaurant meals have exceeded sales objective.
- DS2: New restaurant meals have exceeded market share objectives
- DS3: New restaurant meals have exceeded profit objective.
- DS4: New restaurant meals have resulted in meals outcome superior to competitors

