

## **ABSTRACT**

*This research aims to propose a conceptual model from the perspective of owners and managers of small and medium-sized enterprises (SMEs) in the food and beverage B2B sector to bridge the inconsistent findings regarding the role of social media usage in enhancing marketing performance. This study, designed as quantitative research, encompasses data collected from 288 respondents related to strategies for social media use, sales-service ambidexterity, marketing management knowledge, adaptive marketing capability, and marketing performance. The study involves 288 owners and managers of SMEs in the food and beverage B2B sector in Semarang City, Indonesia. The collected data were analyzed using structural equation modeling with AMOS software. Key findings from this research emerge from the hypothesis testing results. Firstly, a simple mediation shows that increasing the use of social media strategies in marketing for an SME in the food and beverage B2B industry enhances the effectiveness of sales-service ambidexterity, ultimately leading to improved marketing performance. Secondly, a serial mediation indicates that increasing the use of social media strategies in marketing within the landscape of SMEs in the food and beverage B2B sector improves marketing management knowledge, which in turn enhances adaptive marketing capability, thereby strengthening marketing performance. The originality of this research lies in the development of indicators and concepts of sales-service ambidexterity, marketing management knowledge, and adaptive marketing capability, developed from the perspective of the Resource Advantage Theory of Competition (RAToC). We have integrated these concepts into a conceptual model and successfully tested it at the business level of SMEs in the food and beverage B2B sector.*

**Keywords**     *Social media marketing, sales-service ambidexterity, marketing management knowledge, adaptive marketing capability, marketing performance, Resource advantage theory of competition*