

ENTREPRENEURIAL MARKETING ORIENTATION AND BUSINESS SUCCESS OF CEMENT FIRMS IN SOUTH-SOUTH, NIGERIA.

**¹Barr. Bernard Nwekeala Ph.D and ²Prof. Bright C. Opara
Department of Marketing, Faculty of Management Sciences,
Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt, Rivers State,
Nigeria, ²Department of Marketing, Faculty of Management Sciences,
Rivers State University, Nkporlu Oroworukwo, Port Harcourt, Rivers State, Nigeria**

E-mail: benonyedi@yahoo.com

ABSTRACT

The study examined the relationship between entrepreneurial marketing orientation and business success of cement firms in south-south, Nigeria. The study adopted correlational survey design; the population of the study comprised of 10 cement firms in South-South, Nigeria gotten from <https://www.cemnet.com/global-cement-report/country/nigeria>. The unit population consists of one hundred (100) managerial staff (production managers, quality control managers, marketing managers and procurement managers). To generate data for the study, the questionnaire was distributed in the frame of ten (10) copies per firm. A total of one hundred (100) copies of the questionnaire were distributed. The reliability of the instrument was determined using the Cronbach's alpha test with the aid of Statistical Package for Social Sciences (SPSS) version 23 and it stood at 0.98 higher than the benchmark of 0.7. The data collected for this study were analyzed through descriptive and inferential statistics. The Spearman Rank Order Correlation Technique was employed to test the various hypotheses formulated. The findings revealed that entrepreneurial marketing orientation significantly relate with business success of cement firms in South-South, Nigeria; in with the findings, the study concluded that cement firms need to continuously explore entrepreneurial opportunities and create positive relationship with customers because their resources can only enable them to temporary sustain competitive advantage. In view of the findings and conclusions of the study, the following recommendations were given: That, entrepreneurial managers' should always create new opportunities by entering new market; it enables a firm to compete favourably in its industry and increase its sales volume and also cement firms should be customer oriented.

Keywords: Entrepreneurial Marketing Orientation, Customer Intimacy and Opportunity Focus

INTRODUCTION

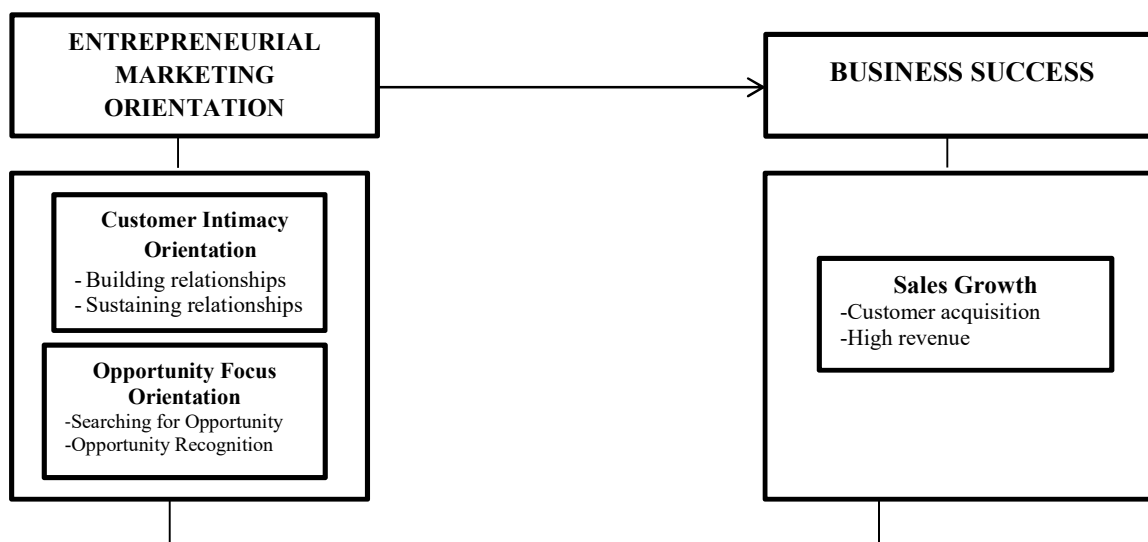
As a result of stagnating or shrinking demand more and more companies worldwide strive for greater closeness to markets and customers. In order to obtain this goal, many organizations have adopted entrepreneurial marketing as a way out. Entrepreneurial marketing put to consideration the application of marketing and entrepreneurship principles. Entrepreneurial marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders, and that is characterized by innovativeness, risk-taking, pro-activeness, and may be performed without resources currently controlled (Kraus, 2010). Furthermore, Entrepreneurial Marketing (EM) seeks discontinuous and dynamically initiatives that lead to increased customers (Morris et. al., 2002). As a result, the recognition of the significance of interaction between entrepreneurship and marketing has led to the concept of Entrepreneurial Marketing Orientation (EMO).

Entrepreneurial marketing orientation is an organizational function and a set of processes for creating, communicating and delivering value to customers as well as managing customer relationships in ways that benefit the organization and its stakeholders (Otika et al, 2019). Morris et. al., (2002) defined entrepreneurial marketing as the process of proactively identifying and exploiting attractive market opportunities for acquiring and retaining profitable customers through innovative approaches, risk management and resource leveraging to create goods and services that generate superior value. This marketing concept requires a firm to pursue market opportunities in uncertain circumstances and deliver superior value to customers. Entrepreneurial marketing applies the same approach to the conventional marketing but blend the concept of entrepreneurial orientation and marketing orientation to achieve business success. business success is the extent to which a company is able to satisfy its target customers better than its competitors, increase customer loyalty and retention, increase its sales turnover and market share by sustaining its competitive advantage over their rivals. The need for an entrepreneurial approach is high in situations where firms are faced with situations like: rapid changes in the technology; change in consumers' needs and social values, decision-making situations in which reaction time is reduced, reduced possibility of long-term control of environmental variable. Entrepreneurial marketing helps firms to generate sales growth and survive in a modern-day competition (Utami, 2020). It is on this premise that the study was designed to investigate the relationship between Entrepreneurial Marketing Orientation and Business Success of Cement Firms in South-South, Nigeria.

Statement of the Problem

Many firms in the cement industry in Nigeria are struggling to improve their business performance in the midst of stiff competition from rivals. Continuously improving business performance has become a dream for many cement firms which are yet to come through. Many cement firms in the South-South Nigeria are finding it difficult to increase sales, market share and profitability in the midst of stiff competition from rivals. A good number of cement firms in South-South Nigeria have ceased from operations due to the inability to improve their business performance and compete favourably with rivals. Entrepreneurial marketing helps firms to generate sales growth and survive in a modern-day competition. In line with this statement, the study was birthed to proffer solution to cement firms in South-South Nigeria.

Conceptual Framework



Source: Devi (2021); Morris et. al., (2002).

Fig: 1.1 conceptual framework showing the relationship between entrepreneurial marketing orientation and business success of cement firms in south-south, Nigeria.

Aim and Objectives of the Study

The main of this study was to investigate the relationship between entrepreneurial marketing orientation and business success of cement firms in south-south, Nigeria. Specifically, the study intends to:

- i. examine the relationship between customer intimacy orientation and sales growth of cement firms in south-south, Nigeria.
- ii. investigate the relationship between opportunity focus orientation and sales growth of cement firms in south-south, Nigeria.

Research Questions

The following research questions were formulated to address the objectives of the study:

- i. What is the relationship between customer intimacy orientation and sales growth of cement firms in south-south, Nigeria?
- ii. What is the relationship between opportunity focus orientation and sales growth of cement firms in south-south, Nigeria?

Research Hypotheses

H₀₁ There is no significant relationship between customer intimacy orientation and sales growth of cement firms in south-south, Nigeria.

H₀₂ There is no significant relationship between opportunity focus orientation and sales growth of cement firms in south-south, Nigeria.

Review of Related Literature

Concept of Entrepreneurial Marketing Orientation

The historical development of entrepreneurial marketing has evolved over three decades (Collinson & Shaw, 2010). Early work in this domain focused on issues associated with the overlap between conventional marketing theories and those advocated by entrepreneurship (Hills et. al., 2008). The early 1990s saw scholars working on the areas of the interface between entrepreneurship and marketing, which has now been developed within mainstream marketing research. Further enhancement has been the identification and conceptualization of specific entrepreneurial marketing academic theory (Morris et. al, 2002), complimented by entrepreneurial marketing practice theory (Maritz, 2008). The interaction between entrepreneurship and marketing has led to the proposal of the concept of EMO. Consequently, the EMO paradigm is advanced to include an approach to marketing that is grounded in the knowledge bases of marketing, innovation, and entrepreneurship. This philosophical standpoint is operationalized through a focus on the various orientations (Jones & Rowley, 2011).

Entrepreneurial marketing (EM) has emerged as a marketing practice recommended for firms operating in highly dynamic environments. The focus of an EM perspective is on marketing undertaken using entrepreneurial, innovative, and opportunity-driven approaches (Fiore et. al., 2013; Morrish et. al., 2010). Stokes (2000) submitted that "The entrepreneurial marketing focused on innovations and the development of ideas in line with an intuitive understanding of market needs". In the same vein, Morrish et. al., (2002) "defined the EM as the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation." Bäckbrö and Nyström (2006) submitted that "entrepreneurial marketing is the overlapping aspects between entrepreneurship and marketing; therefore it is the behavior shown by any individual and/or

organization that attempts to establish and promote market ideas, while developing new ones in order to create value.”

Entrepreneurial marketing connotes the ability of firms to simultaneously adopt both entrepreneurial and marketing approach to business (Morris et al., 2002). In this instance, application of marketing tools, concepts, strategy and theory can help new business creation and growth (Stokes, 2000; Morris et al., 2002) while entrepreneurial mindset and approach to marketing can help successful development of marketing programmes (Kraus et al., 2010; Morris et al., 2002). However, unlike Traditional marketing, Entrepreneurial marketing is characterized by informal Information gathering, which utilizes a network of personal contacts to collect market intelligence (Stokes, 2000).

Customer Intimacy

Customer intimacy is a customer's perception that results from a close relationship with a supplier with the characteristics of having a high level of mutual understanding. With customer intimacy, companies can benefit and win today's competition (Dharmayanti1 &Widjaja, 2020).Customer intimacy is a strategy used by companies to pay attention to customer needs. Hacıoglua et al., (2012) mentioned that entrepreneurial marketing combines the need for a creative approach to customer acquisition, building, and retaining customers. Utami (2020) stated that the basic concept of close relationships with customers produces dynamic knowledge about changing conditions and customer needs. Rashad (2018) submitted that efforts made for customers, namely innovatively creating, building, and maintaining relationships with customers can be strength in the organization.

Opportunity Focus

Opportunities are seen as objective phenomena that exist independently of the entrepreneur, and as such, reside in a stream experience that is external to the entrepreneur awaiting discovery. Therefore, entrepreneurial marketing orientation emphasizes opportunity-driven initiatives regardless of available resources to engender organization-wide marketing capabilities (Alvarez & Barney, 2013).

Opportunity means unawareness of market position about resources that have potential selling value, opportunity also comes from market imperfections and how to use it through entrepreneurial marketing (Hacıoglua et al., 2012). Hamel and Prahalad (1991, as cited in Brockman et al., 2012) state that extraordinary innovation is when companies can recognize the gap between the usual needs in the current market and what the market actually needs and they provide the resources to meet those needs. Brockman et al., (2012) convey the importance of emphasizing the opportunity focus for small-scale companies to produce positive proactive actions as an intermediary between market orientation and company performance. The existence of opportunities tends to be associated with environmental conditions; therefore marketers arise to involve themselves in both search and discovery (Morris et al., 2002 as cited in Utami, 2020).

Concept of Business Success

Business success as the ability of a firm to achieve its marketing goals such as; sales growth; increased market share; customer loyalty and retention; despite competition from other similar organizations (Fourt&Woodlock, 2000). Similarly, Bullinger, et. al., (2016) submitted that business success is the extent to which a company is able to satisfy its target customers better than its competitors, increase customer loyalty and retention, increase its sales turnover and market share by sustaining its competitive advantage over their rivals.Foley & Green (2009)stated that a company can be said to have achieved business success if it meets or exceeds its sales target,

increase its market share beyond its imagination and gain a competitive advantage over its competitors in the same industry.

Sales Growth

Sales growth is an essential parameter for survival and financial growth of the company. A good sales growth can always be used for the benefits of the employees and company in terms of providing salary raise, acquiring new assets, an expansion of the company or the product line. A negative growth is an undesirable outcome, hinting a wrong strategy or decisions. It represents the percent growth in the net sales of a business from one fiscal period to another. Net sales are total Market share growth less returns, allowances, and discounts. It is important to compare an earlier period of lower sales with a later one of higher sales.

Sales Growth is the parameter which is used to measure the performance of the sales team to increase the revenue over a pre-determined period. It represents an increase in sales from one year to the next. This sales growth can be calculated by comparing the total sales of the current year minus to the sales in the previous year and then divided by sales in the previous year. Firms that have greater push to increase sales will generate future profits (Eddleston, 2017).

Theoretical Review

Schumpeter's Innovation Theory

This theory was propounded by Schumpeter (1939) who viewed entrepreneurship as the fourth factor of production, as the catalyst of economic performance and revitalization. He also indicated that an entrepreneur is the one who is innovative, creative and has a foresight. Innovation and enterprise are concerned mainly with producing new combinations. It is the entrepreneur who breaks the cycle of routine activity, swimming against the stream to produce new products and techniques of production, discover new markets, explore new sources of raw material and rearrange markets (Davidsson et. al., 2006) and leading to an increasing rate of the survival of small and medium scale business in the social enterprise sector (Deakins&Freel, 2009). Technological innovations are the most visible form of innovation. Innovations are not continuously distributed in time, but proceeds by leaps which upset the existing equilibrium and generate (irregular) economic performance.

An entrepreneurial discovery occurs when an entrepreneur makes the conjecture that a set of resources is not being optionally utilized. In order to introduce innovations and to earn monopoly profits, an entrepreneur needs to identify market opportunities early enough. Creative destruction is associated with innovation of entrepreneurs (or small firms) entering unexplored market where there are low entry barriers for new entrants utilizing the common pool of knowledge stock. Creative destruction is a microeconomic process by its nature but has considerable macroeconomic implication for economic performance (Aghion&Howitt, 1992, 1998). Innovations are materialized in new innovative firms and jobs are highly personalized.

Empirical Review

The following previous works were reviewed:

Nwaizugbo and Anukam (2014) empirically carried out a study to determine the assessment of entrepreneurial marketing practices among small and medium scale enterprises in Imo State Nigeria: prospects and challenges. The study seeks to explore with empirical evidence the extent of overlap, similarities, and dissimilarities between entrepreneurial practices and the marketing concepts among Small to Medium size Enterprises (SMEs) in Owerri, Nigeria. It inquires and assesses approaches to marketing practices entrepreneurs apply. They employed Primary data collection tools consisting of structured instruments for personal interviews and guide for focused-group discussion (FGD) and the questionnaire was used to collect survey data. Secondary data were sourced from firms' records, periodicals, and related literature. The study through convenient

sample investigated twenty (20) SMEs and found that traditional marketing is structured and its framework requires certain conditions to thrive-formal planning and theoretical structures. Entrepreneurial marketing (EM) improvises and does not seek for a perfect condition to grow a firm. Thus, the highlights of the interface between entrepreneurship and marketing as discussed in the findings on the areas of differences, similarities, overlap, and collaboration will give practitioners, academics and scholars greater synergetic leverage over unstable marketplace in the application of marketing and entrepreneurial processes for greater results.

Otika and Udoka (2019) empirically carried out a study to determine the effect of entrepreneurial marketing practices and competitive advantage of small and medium enterprise in Enugu state. their study adopted a descriptive research design with the aid of survey method where questionnaire was used to collect data from 356 owners and managers of 3,252 registered small and medium sized enterprise in Enugu State. descriptive statistics was used to analyze the bio data of the respondent while multiple regression analysis was used to test the hypothesis using spss version 2010. The result showed that risk taking, opportunity focus has a significant relationship with competitive advantage.

Mohammed and Rusinah (2017) in their study, the impact of entrepreneurial orientation on competitive advantage moderated by financing support in SMEs in Iraq. The purpose of the study was to examine the relationship between entrepreneurial orientation and competitive advantage (CMA) and to investigate the moderated role of financial support (FNC) between the influences of entrepreneurial orientations on CMA. The study adopted a quantitative approach using survey instruments. The used sample size of 680 from a total manager population in 3526 SMEs working in Kurdistan Region Government (KRG) in Iraq. The total number of usable questionnaires was 580. Structural equation modeling was employed to examine the relationship between the variables. The statistical result showed that entrepreneurial orientations significantly influenced on CMA. The results also highlight that FNC had a moderated role in the relationship between entrepreneurial orientation and CMA in SMEs in Iraqi KRG.

Abdul and Kanu (2020) empirically carried out a study to determine the rewards and challenges of entrepreneurial marketing among small and medium enterprises. The study adopted a triangular method which afforded the researcher to gather information from primary and secondary sources. The qualitative research approach was adopted and questionnaires were used to collect data from 25 managers and owners of small and medium enterprises in UK. The researcher finds out that entrepreneurial marketing enables entrepreneurs to think strategically and contribute positively to the success and marketing performance of there enterprises. Furthermore, entrepreneurial marketing helps to generate sales, grow and survive in modern day competition, increase market share, increase revenue, improved efficiency and enhance customer relationship. The study also enumerated some challenges as follows: limited marketing and managerial knowhow, narrow customer base, lack of expertise etc.

METHODOLOGY

The study adopted correlational survey design; the population of the study comprised of 10 cement firms in South-South, Nigeria gotten from <https://www.cemnet.com/global-cement-report/country/nigeria>. The unit population consists of one hundred (100) managerial staff (production managers, quality control managers, marketing managers and procurement managers). To generate data for the study, the questionnaire was distributed in the frame of ten (10) copies per firm. A total of one hundred (100) copies of the questionnaire were distributed. The reliability of the instrument was determined using the Cronbach's alpha test with the aid of Statistical Package for Social Sciences (SPSS) version 23 and it stood at 0.98 higher than the benchmark of 0.7. The data collected for this study were analyzed through descriptive and

inferential statistics. The Spearman Rank Order Correlation Technique was employed to test the various hypotheses formulated through the aid of Statistical Package for Social Sciences (SPSS) version 23.0.

Data Analysis and Results Questionnaire Distribution and Retrieval

Issued	100
Returned	85
Useful	80
Not useful	5

Source; survey Data, 2022

The table above shows the questionnaire distribution and retrieval. The researcher issued 100 copies of the questionnaire and retrieved 85copies, 80 copies were useful and 5copies were not useful. This represent 80% response rate and it was considered significant for the study.

Bivariate Analysis Test of Hypothesis One(1)

H₀₁ There is no significant relationship between customer intimacy orientation and sales growth of cement firms in south-south, Nigeria.

Correlations

			Customer Intimacy Orientation	Sales Growth
Spearman's rho	Customer Intimacy Orientation	Correlation Coefficient	1.000	.798*
		Sig. (2-tailed)	.	.023
		N	80	80
	Sales Growth	Correlation Coefficient	.798*	1.000
		Sig. (2-tailed)	.023	.
		N	80	80

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS output, 2022

The table above presents the result of correlation analysis between customer intimacy orientation and sales growth of cement firms in south-south, Nigeria. The result indicates that there is a strong correlation between customer intimacy orientation and sales growth (rho = .798*) and this

correlation is significant at 0.05 level as indicated by the symbol *. Based on this result, the null hypothesis (H_{01}) is rejected, and the alternate hypothesis is accepted. This means that there is significant relationship between customer intimacy orientation and sales growth of cement firms in south-south, Nigeria.

Test of Hypothesis Two(2)

H_{02} There is no significant relationship between opportunity focus orientation and sales growth of cement firms in south-south, Nigeria.

		Correlations		
			Opportunity Focus Orientation	Sales Growth
Spearman's rho	Opportunity Focus Orientation	Correlation Coefficient	1.000	.802*
		Sig. (2-tailed)	.	.017
		N	80	80
	Sales Growth	Correlation Coefficient	.802*	1.000
		Sig. (2-tailed)	.017	.
		N	80	80

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS output, 2022

The table above presents the result of correlation analysis between opportunity focus orientation and sales growth of cement firms in south-south, Nigeria. The result indicates that there is a strong correlation between opportunity focus orientation and sales growth ($\rho = .802^*$) and this correlation is significant at 0.05 level as indicated by the symbol *. Based on this result, the null hypothesis (H_{02}) is rejected, and the alternate hypothesis is accepted. This means that there is significant relationship between opportunity focus orientation and sales growth of cement firms in south-south, Nigeria.

Summary of Findings

From the results of the bivariate analysis, the following findings were discovered:

- i. There is significant relationship between customer intimacy orientation and sales growth of cement firms in south-south, Nigeria.
- ii. There is significant relationship between opportunity focus orientation and sales growth of cement firms in south-south, Nigeria.

Discussion of Findings

This study revealed a positive and significant relationship between opportunity focus and sales growth of cement firms in south-south, Nigeria. This finding is supported by Morris et al., 2002 who noted that an entrepreneur who quickly recognize market opportunities and exploit them before their competitors do would surely increase his or her sales and achieve a higher sales turnover rate. Hadiyati and Lukiyanto (2019) also agreed with this finding when he stated that an entrepreneur can achieve massive sales growth if he or she identifies and exploits market opportunities.

The findings also revealed a positive and significant relationship between customer intimacy orientation and sales growth of cement firms in south-south, Nigeria. A Customer Centric framework requires connectivity across every channel of the organization, allowing the consistent delivery of the most appropriate level of service, benefits, and customer care to each segment of the customer base. Hacıoglu et al., (2012) mentioned that entrepreneurial marketing combines the need for a creative approach to customer acquisition, building, and retaining customers. Utami (2020) submitted that the basic concept of close relationship with customers produces dynamic knowledge about changing conditions and customer needs. While, Dharmayanti and Widjaja, (2020) mentioned that customer intimacy is a customer's perception that results from a close relationship with a supplier with the characteristics of having a high level of mutual understanding. With customer intimacy, companies can benefit and win today's competition.

CONCLUSIONS

From the analysis of the study, we observed that entrepreneurial marketing orientation significantly relate with business success of cement firms in South-South, Nigeria. Therefore, cement firms need to continuously explore entrepreneurial opportunities because their resources can only enable them to temporary sustain competitive advantage, create positive relationship with customers, take proactive steps and make ground breaking innovations. Thus, we can say that higher levels of entrepreneurial marketing practices will lead to higher levels of business success.

RECOMMENDATIONS

In view of the findings and conclusions of the study, the following recommendations were given:

1. That, entrepreneurial managers' should always create new opportunities by entering new market; it enables a firm to compete favourably in its industry and increase its sales volume.
2. That, firms' in the cement manufacturing sector should focus on the customer. A customer oriented firm will create customer satisfaction which will in turn boost competitive advantage for maximum profitability.

REFERENCES

- Alvarez, S. A., & Barney, J. B. (2013). Epistemology, opportunities, and entrepreneurship: Comments on Venkataraman et al. (2012) and Shane (2012). *Academy of Management Review*, 38(1), 154-168.
- Bäckbrö, J. & Nyström, H. (2006). Entrepreneurial marketing: Innovative value creation (Master's thesis). Jönköping International Business School, Jönköping University.
- Brockman, B. K., Jones, M. A., & Becherer, R. C. (2012). Customer orientation and performance in small firms: Examining the moderating influence of risk-taking, innovativeness, and

- opportunity focus. *Journal of Small Business Management*, 50(3), 429–446. <https://doi.org/10.1111/j.1540-627X.2012.00361.x>
- Collinson, E. & Shaw, E. (2001). Entrepreneurial marketing—a historical perspective on development and practice. *Management Decision*, 39(9), 761-766.
- Devi, M. (2021). The Influence of entrepreneurial marketing dimensions on the performance of wedding organizers and planners in Surabaya. *International Journal of Review Management, Business and Entrepreneurship (RMBE)* 1(2), 153-165
- Dharmayanti¹, D., & Widjaja, G. G. (2020). Analisis pengaruh market orientation terhadap customer loyalty dengan customer value dan customer intimacy sebagai variabel intervening di Vasa Hotel Surabaya. *Jurnal Strategi Pemasaran*, 7(1), 1–12.
- Fiore, A. M., Niehm, L. S., Hurst, J. L., Son, J., & Sadachar, A. (2013). Entrepreneurial marketing: scale validation with small, independently-owned businesses. *Journal of Marketing Development and Competitiveness*, 7(4), 63- 86.
- Hacioglu, G., Eren, S. S., Eren, M. S., & Celikkand, H. (2012). The effect of entrepreneurial marketing on firms' innovative performance in Turkish SMEs. *Procedia - Social and Behavioral Sciences*, 58, 871–878. <https://doi.org/10.1016/j.sbspro.2012.09.1065>
- Hills, G. E., & Hultman, C. (2011). Academic roots: The past and present of entrepreneurial marketing. *Journal of Small Business & Entrepreneurship*, 24(1), 1 – 10.
- Hills, G., Hultman, C. & Miles, M. (2008). The evolution and development of entrepreneurial marketing. *Journal of Small Business Management*, 46(1), 99-112.
- Jones, R. & Rowley, J. (2011). Entrepreneurial marketing in small businesses: A conceptual exploration. *International small Business Journal*, 29(1), 25-36.
- Kilenthong, P., Hills, G.E., & Hultman, C. (2011). Entrepreneurial marketing and its antecedent: an empirical investigation of the role of entrepreneurial orientation. Paper presented at Academy of Marketing Science Annual Conference, Coral Gables.
- Kraus, S., Harms, R., & Fink, M. (2010). Entrepreneurial marketing: moving beyond marketing in new ventures. *International Journal of Entrepreneurship and Innovation Management*, 11(1), 19-34.
- Maritz, A., Frederick, H., & Valos, M. (2010). A discursive approach to entrepreneurial marketing: integrating academic and practice theory. *Small Enterprise Research*. 17(1) 74-86.
- Mohammad, A., Armanu, T., & Achmad, S. (2013). The effect of entrepreneurial orientation on the firm performance through strategic flexibility: A study on the SMEs cluster in Malang. *Journal of Management Research*, 5(3), 67-87.
- Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002). Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives. *Journal of Marketing Theory and Practice*, 10(40), 1-19.

- Morrish, S. C., Miles, M. P., & Deacon, J. H. (2010). Entrepreneurial marketing: acknowledging the entrepreneur and customer-centric interrelationship. *Journal of Strategic Marketing*, 18(4), 303-316.
- Mort, G. S., Weerawardena, J., & Liesch, P. (2012). Advancing entrepreneurial marketing: Evidence from born global firms. *European Journal of Marketing*, 46, (3/4), 542-561.
- Nwizugbo I.C. & Anukam, A.I. (2014) Assessment of Entrepreneurial Marketing Practices: *Emerging Trends in Economics and Management Sciences (JETEMS)*, 7(3), 137-146
- Otika, U.S., Nwaizugbo, I. & Olise, C.M. (2019). Entrepreneurial marketing practices and competitive advantage of small and medium size enterprises in Nigeria. *European Journal of Business and Innovation Research*, 7(3), 1-30.
- Rashad, N. M. (2018). The impact of entrepreneurial marketing dimensions on the organizational performance within Saudi SMEs. *Eurasian Journal of Business and Management*, 6(3), 61–71. <https://doi.org/10.15604/ejbm.2018.06.03.007>
- Schumpeter, J. (1939). *The theory of economic development: An inquiry into profits, capital, credit, interest, and the business cycle*. Transaction Publishers.
- Stokes, D. (2000). Putting entrepreneurship into marketing: The process of entrepreneurial marketing. *Journal of Research in Marketing and Entrepreneurship*, 2(1), 1-16.
- Utami, C. W. (2020). *Eksplorasi entrepreneurial marketing behavior dalam menumbuhkan organisasi yang memiliki kepekaan terhadap hal yang tidak diprediksi (Sensing the unpredictability)*. Surabaya: Buku Orasi Pengukuhan Jabatan Guru Besar Universitas Ciputra.