

# The Influence Of Entrepreneurial Marketing Dimensions On The Business Performance Of Msmes In The Food Sector

Indri Hapsari<sup>1</sup>, Rahmad Madjid<sup>2</sup>, Patwayati<sup>3</sup>, Endro Sukotjo<sup>4</sup>

<sup>1,2,3,4</sup> Universitas Halu Oleo, Kendari, Indonesia. e-mail: [ihapsaripasca22@gmail.com](mailto:ihapsaripasca22@gmail.com)

## Abstract

The rapidly changing business environment affects changes in business performance in food small businesses so that a spirit is needed in implementing a mindset and acting through the dimensions of entrepreneurial marketing (proactiveness, calculated risk-taking, Innovation-focused, resource leveraging). Entrepreneurial marketing is not only adopted by small companies in order to effectively utilize their limited resources, but also to help business actors survive in an unstable environment and in uncertain market conditions. This study aims to analyze the influence of entrepreneurial marketing dimensions consisting of: proactiveness, calculated risk-taking, innovation-focused, resource leveraging on business performance. The object of research is micro, small and medium enterprises in the food industry sector. The research population is a food sector MSME player who is still surviving during the Covid-19 pandemic. The study sample numbered 100 respondents. Data collection using questionnaires. The research data were analyzed using Smart PLS 3. Research findings that the dimensions of entrepreneurial marketing such as: proactiveness, calculated risk-taking, innovation-focused, resource leveraging have a positive and significant effect on the business performance of MSMEs in the food sector. This shows that business actors who act faster, have a high spirit, always think about overcoming risks, beliefs and unyielding actions, follow marketing trends, face competition with innovation, use partnerships, use technology in terms of product delivery, the goods or products produced can be absorbed by the market so that their business performance increases.

**Keywords:** Entrepreneurial marketing, Business Performance, MSMEs.

## 1. Introduction

The development of business today is influenced by elements of the organizational environment with increasing dynamics, turbulence and competition, entrepreneurs and managers have to give up traditional management principles and replace them with new innovative thoughts and actions, such as entrepreneurial marketing (Sadiku-dushi et al., 2019). The development of business today is influenced by elements of the organizational environment with increasing dynamics, turbulence and competition, entrepreneurs and managers have to give up traditional management principles and replace them with new innovative thoughts and actions, such as entrepreneurial marketing. This effective action simultaneously addresses many problems, provides opportunities, innovations, risks and overcomes resource constraints for SMEs that are the task of the owner (Becherer, Helms, & Mcdonald, 2012).

Entrepreneurial marketing is used to describe the company's marketing process to pursue opportunities in uncertain market situations, often in conditions of limited resources such as those faced by small food businesses in Kendari City during the COVID-19 pandemic. The success of business people must be reflected in better business performance. The underlying drivers of performance success are innovation, quality, service, speed, competitive costs and sustainability (Bateman & Snell, 2014). Relative performance is measured on various aspects of the business, namely sales growth, profitability, growth rate, quality of service, customer satisfaction, employee satisfaction, product innovation, process innovation and product quality (Vij & Bedi, 2016). The concept of entrepreneurial marketing can be adopted by small companies to effectively utilize their limited resources, in addition to helping business actors survive in an unstable environment

and in uncertain market conditions (Whalen & Akaka, 2016).

MSME players in Kendari City are important to be oriented towards entrepreneurial marketing because they can effectively combine independent actions, innovation, risk-taking, proactive and aggressive in competition. The relationship between these factors and the performance of the company is a difficult relationship depending on many things despite the presence of opposite profiles, ways, behaviors, due to too many limitations and complex problems in business actions such as excessive prudence, lack of competitive spirit. This will interfere with entrepreneurial activities. Thus, it is important to implement effective actions from the marketing dimension of entrepreneurship in improving business performance for small food business actors in Kendari City.

The Kendari City Government in this case the Department of Industry and Trade stated that the Food Small Business in Kendari City is still constrained by marketing and lacks innovation, low product quality. In 2018 there were 3,446 units of micro, small and medium enterprises, then an increase of 15,328 in 2019. However, an increase of only about 14% did not significantly improve the performance of SMEs, this is because they are less competitive with other products in Indonesia (<https://mediakendari.com/> Jumlah-Umkm-Kendari-2019). The Covid-19 pandemic has greatly affected the decline of MSMEs in Kendari City. Of the 41,997 thousand MSME players, now only 30 to 40 percent are still surviving in running their business, and some of them have closed due to losses (<https://detiksultra.com/metro-kendari/disperindagkop.2020>).

Some MSME players who are still surviving during the Covid-19 pandemic because they implement an entrepreneurial marketing orientation. Armed with innovation, this business is quite promising considering that every day everyone needs food. Various MSME culinary businesses, namely selling snacks, making small restaurants, restaurants, café businesses, selling food, food stalls, party cakes or birthday cakes, catering and so on. Culinary is a business that never dies, because food is everyone's need. The variety of culinary businesses that are developing is also

very large. Business actors in the food sector can still start a culinary business with a small initial capital. Success can be achieved by being consistent in the quality of food taste, service, and expanding marketing strategies by applying the dimensions of entrepreneurial marketing in improving business performance.

## 2. Literature Review and Hypothesis Development

The dimensions of entrepreneurial marketing consist of four, namely: proactiveness, calculated risk-taking, innovation-focused, resource leveraging. According to Morris et al., (2002) define entrepreneurial marketing as the active identification and utilization of opportunities to achieve and retain profitable customers through innovative approaches to risk management, resource utilization and value creation. According to (Fillis & Rentschler, 2005) that entrepreneurial marketing can lead to competitive advantage by using creative thinking as a strategic weapon. Morris et al (2002) describes the seven dimensions for entrepreneurial marketing defined below:

- a) Proactively reflects "how things act by looking at opportunities and how to do so in response to market demand or creating new demands (Lumpkin & Dess, 1996). This means that reconsideration of external conditions to reduce uncertainty and reduce vulnerability (Becherer, et al., 2012)
- b) Calculated risk-taking means that risk-taking indicates the tendency of the company to engage in risky projects through large loans, investments in unproven technologies or introducing new products to new markets (Lumpkin & Dess, 1996). SMEs must have the ability to perform calculated actions to reduce the inherent risks of the pursuit of opportunities (Becherer, et al., 2012).
- c) Innovation-focused: is the orientation of the company to the pursuit of new ideas and the creative process (Lumpkin & Dess, 1996) that can lead to new products, new services or new technological processes ( Li et al., 2008).
- d) Utilization of resources that the increase in resources not only consumes limited resources effectively but also finds sources that are invisible to others (Becherer, et al., 2012) Resources as one of the bases of entrepreneurial marketing are needed to create customer value and are usually obtained by cooperation with partners (Bjerke & Hultman, 2004)

### **2.1. The effect of proactiveness on business performance**

Proactive is a response to opportunities and gives the company the ability to predict changes or market needs and be the first to react to the ventures being run (Lumpkin & Dess, 2001). Whereas Bateman & Crant, (1993) argues that being proactive is personal behavior. Proactive is characterized as taking action to influence the company's environment and measuring proactive behavior and linking it to various measures of achievement, leadership and performance to the entrepreneur. The results showed that proactively improves performance and that organizations can benefit from the proactive behavior of their members. Research by Frese & Fay, (2001) suggests that proactivity is one of the images of personal initiative and will have a positive impact on the performance of individuals and organizations, proactivity will improve organizational performance. And other studies suggest proactively affect business performance (Becherer, Helms, & McDonald, 2012 ; Hacıoglu et al., 2012; Hamali, 2015; Hamali et al., 2016; S. C. Morrish & Deacon, 2012; Mugambi & Karugu, 2017). Based on the findings of previous studies, the research hypothesis is:

H1: Proactively have a positive and significant effect on business performance

### **2.2. Effect of Calculated risk-taking on business performance**

Research by Becherer et al., (2012) states calculated risk-taking is a company's ability to use calculated actions to reduce the risk of opportunity pursuit. Whereas Morris et al., (2001) state that calculated risk-taking involves readiness to pursue opportunities that have realistic opportunities to generate significant performance differences. According to Morris; & LaForge (2004) that risks can arise in business when organizations try to exploit opportunities and use large resources to achieve opportunities that are likely to be uncertain. Research focused on calculating risk-taking affects business performance (Hills & Hultman, 2011). The results of the research of Manishimwe et al.,( 2022) show that the calculated risk-taking dimension has a significant positive

influence on business performance, so calculated risk-taking has an influence in achieving better performance. Based on previous research, the research hypothesis is:

H2: Risk-taking has a significant effect on business performance

### **2.3. The influence of Innovation-focused on business performance**

Morris et al., (2001) state innovation as the company's ability to maintain a stream of new ideas that can be interpreted into new products, services, technologies, or markets. Innovation is also considered a key determinant of a company's performance (Calantone et al., 2002). Research carson & gilmore, (2000) states companies that concentrate on the development of new ideas in terms of markets, products, or processes are known as marketing actions focused on innovation, which can range from creators of highly innovative new markets to market development. Morrish, (2011) states entrepreneurs tend to be marketing-oriented entrepreneurship on innovation driven by ideas and intuition rather than customer-oriented driven by market needs assessment. Previous research has recognized a number of characteristics of entrepreneurial marketing behavior such as a focus on innovation (G. E. Hills & Hultman, 2013; Whalen & Akaka, 2016). Morris et al., (2002) suggests that managers are always trying to find new operational activities in addition to new segmentation, service levels and innovations will strengthen the company's position and improve performance. Previous research on the relationship between innovations affects business performance (Zahra & Covin, 1994; H. Li, 2014; Xu & Zhang, 2008; Edmondson & Nembhard, 2009; Youhe Si, 2010; Rosenbusch et al, 2011; Haroon Hafeez et al, 2012; Kreiser et al., 2013. Based on the findings of previous studies, the research hypothesis is:

H3: Innovation has a significant effect on business performance

### **2.4. Resource leveraging terhadap business performance**

Becherer, Helms, Mcdonald, et al., (2012) stated resource leveraging is the company's ability to access limited resources to expand business networks while Hisrich & Ramadani's research

(2018) states entrepreneurial marketing can recognize resources that are not seen by others, use the resources of others to complete its business goals, re-equip each other to increase their value, use certain resources to find other resources and expand resources much more than others did in the past. According to Gruber, (2004) the importance of utilizing resources in new ventures as a result of facing limited resources, in this case not only resorting to the challenges that may face the scarcity of financial and personnel resources. Recommend employers can try to acquire additional resources, such as venture capital or bank loans, or to achieve the maximum effect of limited resources in order to meet the facilities in the social media used. Whereas research Morris & LaForge, (2004) states marketers must have the insights, experience and skills necessary to recognize underutilized resources and to obtain optimal use of available resources. So based on previous theories and studies show high resource utilization will achieve better performance. Based on the findings of previous researchers, the research hypothesis is:

H4: Resource utilization has a significant effect on business performance

### 3. Research Methods

The free variable in this study is the entrepreneurial marketing dimension which consists of four dimensions consisting of: innovation-focused, proactiveness, calculated risk-taking, resource leveraging. The use of this entrepreneurial marketing dimension refers to the opinion of Fard & Amiri (2018). Meanwhile, the bound variable in this study is the performance of small food business businesses in Kendari City. The study population is small business actors in the food sector in Kendari City. The determination of the sample size in this study data collection used a questionnaire that was distributed to respondents to answer each item of the statement. According to Hair et al., (2017), general guidelines were obtained that researchers can use to determine the size of their research samples, namely sample sizes that are larger than 30 and

less than 500 are suitable for use in research. The minimum sample size should be 10 times the maximum number of arrow directions pointing to a latent variable in the PLS path model. While the 10 times rule offers guidelines for minimum sample size PLS-SEM requirements like other statistical techniques require for researchers to consider sample sizes against the background of the model and data characteristics (Hair et al., 2016). Based on some of the opinions above, the 10 x largest number of structural paths that lead to a certain construct in the structural model, in this study the size of the number of samples is at least  $10 \times 9 = 90$  or reaches 100 samples that will be used as respondents and adjusted based on model considerations and data characteristics.

Sampling technique, according to Sekaran & Bougie, (2003) that the selection of research samples is based on the nonprobability sampling method, which is a sampling technique that does not provide equal opportunities for each member of the population to be selected as a sample (using the purposive sampling technique approach is a sample determination technique based on certain considerations, namely involving the selection of subjects who are in a favorable place or in the best position to providing the necessary information based on the finished criteria in this study, samples were taken on small food business actors who were still surviving during the COVID-19 pandemic based on the length of business, income, number of employees, resource facilities or technology used and others that supported this research data.

## 4. Results

### 4.1. Descriptive Analysis

Descriptive analysis displays the average value (mean), maximum value, minimum value and standard deviation of each indicator used. The descriptive statistical values contained in Table 1 show that all indicators obtained mean values greater than the standard deviation. This indicates that the current mean value indicates a good representation of the overall data.

Table1: statistic description

	Mean	Median	Min	Max	Standard Deviation
X1.1	4.12	4	3	5	0.475
X1.2	4.09	4	3	5	0.634
X1.3	4.04	4	3	5	0.546
X1.4	3.96	4	3	5	0.599
X1.5	3.9	4	3	5	0.624
X1.6	4.02	4	3	5	0.678
X1.7	4.04	4	3	5	0.582
X2.1	4.25	4	3	5	0.698
X2.2	4.11	4	3	5	0.677
X2.3	4.32	4	3	5	0.691
X2.4	4.27	4	3	5	0.676
X2.5	4.18	4	3	5	0.684
X3.1	3.97	4	3	5	0.67
X3.2	3.99	4	3	5	0.557
X3.3	3.91	4	3	5	0.65
X4.1	4	4	3	5	0.632
X4.2	4.1	4	3	5	0.671
X4.3	4.01	4	3	5	0.656
X4.4	3.92	4	3	5	0.611
X5.1	4.08	4	3	5	0.673
X5.2	4.04	4	3	5	0.599
X5.3	4	4	3	5	0.721
X5.4	3.92	4	3	5	0.73
X5.5	3.94	4	3	5	0.614
X5.6	4.02	4	3	5	0.6
X5.7	4.01	4	3	5	0.608
X5.8	3.89	4	3	5	0.598
X5.9	3.89	4	3	5	0.631
X6.1	3.99	4	3	5	0.671
X6.2	3.99	4	3	5	0.64
X6.3	3.93	4	3	5	0.621
X6.4	4	4	3	5	0.707
X6.5	4	4	3	5	0.693
X6.6	3.88	4	3	5	0.668
X6.7	3.95	4	3	5	0.572
X7.1	4.04	4	3	5	0.631
X7.2	4.09	4	3	5	0.618
X7.3	4.07	4	3	5	0.534
X7.4	3.97	4	3	5	0.608
X7.5	3.94	4	3	5	0.676
X7.6	3.97	4	3	5	0.727
X7.7	4.08	4	3	5	0.688
Y01	3.987	4	3	5	0.505
Y02	3.998	4	3	5	0.548

Y03	4.103	4	3	5	0.54
Y04	4.045	4	3	5	0.557

#### 4.2. Inferential Statistics

The outer loadings value as presented in table2 shows that all indicators have an original sample

value greater than 0.5 and a p-value smaller than 0.05 thus all indicators are able to reflect their variables.

Table2: Outer loading

Indikators / items	Original sample	T-Statistic	P-value
X1.1 <- Proactiveness	0.557	8.568	0.000
X1.2 <- Proactiveness	0.373	16.549	0.000
X1.3 <- Proactiveness	0.673	11.387	0.000
X1.4 <- Proactiveness	0.771	20.824	0.000
X1.5 <- Proactiveness	0.718	15.437	0.000
X1.6 <- Proactiveness	0.725	13.088	0.000
X1.7 <- Proactiveness	0.753	16.436	0.000
X2.1 <- Calculated risk-taking	0.664	11.991	0.000
X2.2 <- Calculated risk-taking	0.692	12.975	0.000
X2.3 <- Calculated risk-taking	0.757	19.361	0.000
X3.1 <- Innovation-focused	0.678	11.231	0.000
X3.2 <- Innovation-focused	0.787	24.290	0.000
X3.3 <- Innovation-focused	0.673	12.821	0.000
X3.4 <- Innovation-focused	0.757	18.472	0.000
X4.1 <- Resource leveraging	0.716	13.385	0.000
X4.2 <- Resource leveraging	0.779	22.079	0.000
X4.3 <- Resource leveraging	0.697	15.624	0.000
X4.4 <- Resource leveraging	0.748	18.824	0.000
X4.5 <- Resource leveraging	0.664	13.608	0.000
X4.6 <- Resource leveraging	0.714	15.964	0.000
X4.7 <- Resource leveraging	0.631	11.601	0.000
Y01 <- Bussiness performance	0.914	51.885	0.000
Y02 <- Bussiness performance	0.927	73.355	0.000
Y03 <- Bussiness performance	0.889	49.049	0.000
Y04 <- Bussiness performance	0.930	67.491	0.000

Table 3 shows that the contribution of the variable dimension of entrepreneur marketing to business performance is 0.861 or 86.1%, while the

remaining 13.9% is influenced by other variables outside the model.

Table3: R-Square

Variable	R-Square	R-Squared Adjusted
Bussiness Performance	0.868	0.861

The value of the path coefficient as presented in table 4 shows that the influence of proactiveness,

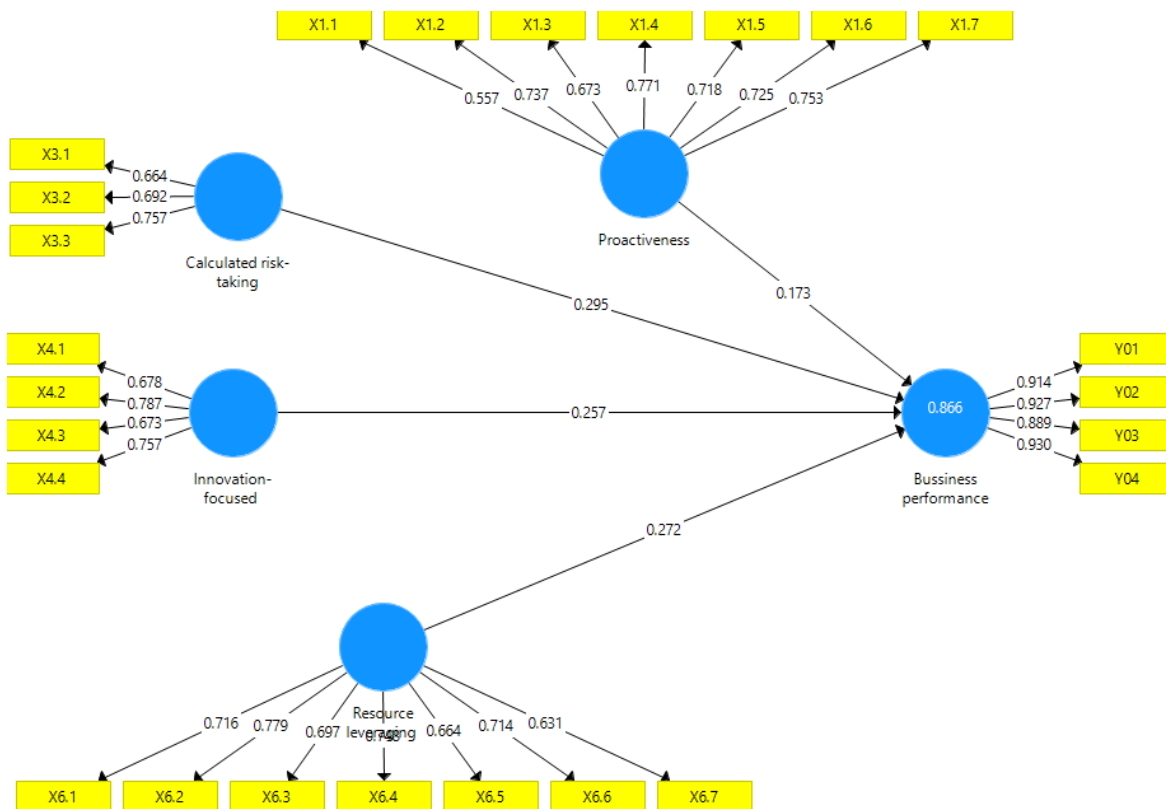
calculated risk-taking, innovation focused, resources leveraging on business performance each has a positive path coefficient value and has a p-

valu smaller than 0.05, thus it is declared significant.

Table4: Path Coeficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Remarks
Proactiveness -> Bussiness performance	0.173	0.174	0.084	2.064	0.039	supported
Calculated risk-taking -> Bussiness performance	0.295	0.296	0.092	3.224	0.001	supported
Innovation-focused -> Bussiness performance	0.257	0.254	0.095	2.659	0.007	supported
Resource leveraging -> Bussiness performance	0.272	0.274	0.082	3.334	0.001	supported

Figure1: Empirical model



## 5. Discussion

Proactiveness positively affects business performance. A high proactive attitude provides a change in improving business performance. These findings are in line with the results of research by Lumpkin & Dess, (2001) found that proactive shows a strong positive relationship with company performance supported by research by Becherer et al., 2012 found a proactive dimension directly and positively affects the performance associated with the performance of SMEs run by their owners. This is also supported by previous studies such as Hacıoglu et al., 2012; Eggers et al., 2018; Hamali et al., 2016; (Fard & Amiri, 2018). The findings show the meaning that the proactive attitude possessed by small food business actors in Kendari City must take proactive marketing actions in improving their business performance.

This study proposes the hypothesis of calculated risk-taking having a positive and significant effect on business performance. And the results showed that the higher the calculated risk-taking, the higher the business performance. These findings are in line with the results of previous studies Becherer et al., (2012) found that Calculated risk-taking has a direct and positive

influence on the performance of SMEs, as well as research findings from Eggers et al., (2018); Rashad, (2018); Manishimwe et al., (2022). Thus, it can be concluded that changes in marketing actions Calculated risk-taking will affect changes in Business Performance in small food business actors in the city of Kendari during the COVID-19 period.

This study proposes the Innovation-focused hypothesis to have a significant effect on Business Performance. And the results of the study show that the hypothesis is rejected in this case Innovation-focused has no effect on Business Performance, these findings give the meaning that the higher Innovation-focused will reduce Business Performance. This finding is not in line with the results of previous research Becherer et al., (2012); Hacıoglu et al., (2012); Mugambi & Karugu, (2017); Eggers et al., (2018); Stephen et al., (2019) who stated that Innovation-focused has an influence on Business Performance but contradicts the research results of Hamali et al., (2016); Sadikudushi et al., (2019); Manishimwe et al., (2022) stated that Innovation-focused has no effect on Business Performance. Thus it can be concluded



that changes in Innovation-focused actions will affect changes in Business Performance.

This study proposes the hypothesis resource leveraging has a significant effect on business performance. And the results of the study show that the hypothesis is accepted in this case resource leveraging has a significant effect on business performance. This finding gives a greater meaning resource leveraging, the more it improves business performance. This finding is supported by the results of previous research (Becherer, Helms, & McDonald, 2012); (Hacioglu et al., 2012);(Hamali et al., 2016);(Sadiku-dushi et al., 2019); (Eggers et al., 2018) stated Resource leveraging has a significant effect on business performance, thus it can be concluded that changes in resource leveraging will affect changes in business performance.

## 6. Conclusion

This study examines the influence of marketing orientation dimensions consisting of: proactiveness attitude, calculated risk-taking attitude, innovation-focused attitude, resources leveraging attitude on MSME business performance in Kendari City, Southeast Sulawesi Province, Indonesia. The research sample amounted to 100 MSMEs who continued to run their businesses during the Covid-19 pandemic. Based on the results of data analysis, it was found that all dimensions of marketing orientation consisting of: proactiveness attitude, calculated risk-taking attitude, innovation-focused attitude, resources leveraging attitude have a positive and significant effect on the business performance of the MSME sector. This shows that business actors who have a proactive attitude are characterized: act faster, have a high spirit, have a calculated risk-taking attitude that is characterized: always thinking about overcoming risks, beliefs and unyielding actions, an innovation-focused attitude that is characterized: following marketing trends, facing competition with innovation, a resources leveraging attitude characterized by: using partnerships, using technology in terms of product delivery then the goods or products produced can be absorbed by the market so that their business performance increases.

## References

1. Andersson, S., Evers, N., & Gliga, G. (2018). Entrepreneurial marketing and born global internationalisation in China. *Qualitative Market Research*, 21(2), 202–231. <https://doi.org/10.1108/QMR-11-2016-0115>
2. Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*, 14(2), 103–118. <https://doi.org/10.1002/job.4030140202>
3. Bateman, T. S., & Snell, S. A. (2014). *Kepemimpinan dan Kerja Sama dalam Dunia Yang Kompetitif* (10th ed.). <http://www.penerbitsalemba.com>
4. Becherer, R. C., Haynes, P. J., & Helms, M. M. (2008). An exploratory investigation of entrepreneurial marketing in SMEs: The influence of the owner/operator. *Journal of Business and Entrepreneurship*, 20(2), 44–64.
5. Becherer, R. C., Helms, M. M., & McDonald, J. P. (2012). The effect of entrepreneurial marketing on outcome goals in SMEs. *New England Journal of Entrepreneurship*, 15(1), 7–18. <https://doi.org/https://doi.org/10.1108/NEJE-15-01-2012-B001>
6. Becherer, R. C., Helms, M. M., & McDonald, J. P. (2012). The effect of entrepreneurial marketing on outcome goals in SMEs. *New England Journal of Entrepreneurship*, 15(1), 7–18. <https://doi.org/10.1108/neje-15-01-2012-b001>
7. Benavente, J. M. (2006). The role of research and innovation in promoting productivity in Chile. *Economics of Innovation and New Technology*, 15(4–5), 301–315. <http://ideas.repec.org/a/taf/ecinnt/v15y2006i4-5p301-315.html>
8. Bjerke, B., & Hultman, C. (2004). *Entrepreneurial Marketing: The Growth of Small Firms in the New Economic Era*. Edward Elgar Publishing, Cheltenham.
9. Calantone, R. J., Tamer, C. S., & Yushman,

- Z. (2002). Learning orientation, firm innovation capability, and firm performance. *Industrial Marketing Management*, 31, 515  
citation\_lastpage=524.
10. Carson, D., & Gilmore, A. (2000). Marketing at the Interface: Not 'What' but 'How.' *Journal of Marketing Theory and Practice*, 8(2), 1–7.  
<https://doi.org/10.1080/10696679.2000.11501863>
  11. Collinson, E., & Shaw, E. (2001). Entrepreneurial marketing – a historical perspective on development and practice. *Management Decision*, 39(9), 761–766.  
<https://doi.org/10.1108/EUM0000000006221>
  12. Ebersberger, B., Marsili, O., Reichstein, T., & Salter, A. (2010). Into thin air: Using a quantile regression approach to explore the relationship between R&D and innovation. *International Review of Applied Economics*, 24(1), 95–102.  
<https://doi.org/10.1080/02692170903424448>
  13. Edmondson, A. C., & Nembhard, I. M. (2009). Product development and learning in project teams: The challenges are the benefits. *Journal of Product Innovation Management*, 26(2), 123–138.  
<https://doi.org/10.1111/j.1540-5885.2009.00341.x>
  14. Eggers, F., Niemand, T., Kraus, S., & Breier, M. (2018). Developing a scale for entrepreneurial marketing: Revealing its inner frame and prediction of performance. *Journal of Business Research*, 113(October 2017), 72–82.  
<https://doi.org/10.1016/j.jbusres.2018.11.051>
  15. Fard, M. H., & Amiri, N. S. (2018). The effect of entrepreneurial marketing on halal food SMEs performance. *Journal of Islamic Marketing*, 9(3), 598–620.  
<https://doi.org/10.1108/JIMA-12-2016-0097>
  16. Fillis, I., & Rentschler, R. (2005). Creative marketing: An extended metaphor for marketing in a new age. In *Creative Marketing: An Extended Metaphor for Marketing in a New Age*.  
<https://doi.org/10.1057/9780230502338>
  17. Frese, M., & Fa, D. (2001). PERSONAL INITIATIVE: AN ACTIVE PERFORMANCE CONCEPT FOR WORK IN THE 21st CENTURY. *Research in Organizational Behavior*,.
  18. Gilmore, A. (2011). Entrepreneurial and SME marketing. In *Journal of Research in Marketing and Entrepreneurship* (Vol. 13, Issue 2, pp. 137–145).  
<https://doi.org/10.1108/14715201111176426>
  19. Gronroos, C. (1989). Defining Marketing: A Market-Oriented Approach. *European Journal of Marketing*, 23(1), 52–60.  
<https://doi.org/http://dx.doi.org/10.1108/EUM00000000000541>
  20. Gruber, M. (2004). Marketing In New Venture : Theory And Empirical Evidence. *Schmalenbach Business Review*, 56(April), 164–199.  
<https://doi.org/10.1007/BF03396691>
  21. Hacioglu, G., Eren, S. S., Eren, M. S., & Celikkan, 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>
  22. Hair Jr, J., Hult, G. T., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* - Joseph F. Hair, Jr., G. Tomas M. Hult, Christian Ringle, Marko Sarstedt. In Sage.
  23. Hamali, S. (2015). The Effect of Entrepreneurial Marketing on Business Performance : Small Garment Industry in Bandung City , Indonesia. 5(1), 24–30.
  24. Hamali, S., Suryana, Y., Effendi, N., & Azis, Y. (2016). Influence of Entrepreneurial Marketing Toward Innovation and Its Impact on Business Performance. *International Journal of Economics, Commerce and Management*, IV(8), 101–114.

25. Hamel, G. (2000). *Leading the Revolution* (1st ed.). Harvard Business School Press. <https://id.id1lib.org/book/1075703/718800>
26. Hamel, G., & Prahalad, C. . (1994). *Competing for the Future*. Harvard Business Review. <https://hbr.org/1994/07/competing-for-the-future>
27. Haroon Hafeez, M., Noor Mohd Shariff, M., & bin Mad Lazim, H. (2012). Relationship between Entrepreneurial Orientation, Firm Resources, SME Branding and Firm's Performance: Is Innovation the Missing Link? *American Journal of Industrial and Business Management*, 02(04), 153–159. <https://doi.org/10.4236/ajibm.2012.24020>
28. Hills, G. E., & Hultman, C. (2013). Entrepreneurial Marketing : Conceptual and Empirical Research Opportunities. 3(4), 437–448. <https://doi.org/10.1515/erj-2013-0064>
29. Hills, G. E., Hultman, C. M., Kraus, S., & Reinhard, S. (2010). History , theory and evidence of entrepreneurial marketing – an overview Sascha Kraus Reinhard Schulte. *Entrepreneurship and Innovation Management*, 11(1), 3–18.
30. Hills, G. E., Hultman, C. M., & Miles, M. P. (2008). The Evolution and Development of EM. *Journal Of Small Business Management*, 46(1), 99–112.
31. Hills, G., & Hultman, C. (2011). Academic Roots: The Past and Present of Entrepreneurial Marketing. *Journal of Small Business and Entrepreneurship*, 24(1), 1–10. <https://doi.org/10.1080/08276331.2011.10593521>
32. Hisrich, R. D., & Ramadani, V. (2018). *Entrepreneurial Marketing: In Journal of Marketing Theory and Practice*. Edward Elgar Publishing,.
33. <https://detiksultra.com/metro-kendari/disperindagkop.2020>. (n.d.).
34. <https://mediakendari.com/ jumlah-umkm-kendari-2019>. (n.d.).
35. Jaworski, B.J., Kohli, A. K. (1993). Orientation : Antecedents and. *Journal of Marketing*, 57(3), 53–70.
36. Jones, R., & Rowley, J. (2011). Entrepreneurial marketing in small businesses: A conceptual exploration. *International Small Business Journal*, 29(1), 25–36. <https://doi.org/10.1177/0266242610369743>
37. Klomp, L., & Van Leeuwen, G. (2001). Linking innovation and firm performance: A new approach. *International Journal of the Economics of Business*, 8(3), 343–364. <https://doi.org/10.1080/13571510110079612>
38. Kohli, A. K., & Jaworski, B. J. (1990). Market Orientation: The Construct, Research Propositions, and Managerial Implications. *Journal of Marketing*, 54(2), 1. <https://doi.org/10.2307/1251866>
39. Kohli, A. K., Jaworski, B. J., & Kumar, A. (1993). Measure of Market Orientation. *Journal of Marketing*, 30(4), 467–477. <http://www.jstor.org/stable/3172691>
40. Kreiser, P. M., Marino, L. D., Kuratko, D. F., & Weaver, K. M. (2013). Disaggregating entrepreneurial orientation: The non-linear impact of innovativeness, proactiveness and risk-taking on SME performance. *Small Business Economics*, 40(2), 273–291. <https://doi.org/10.1007/s11187-012-9460-x>
41. Li, H. (2014). Product Innovation Strategy and the Performance of New Technology Ventures in China. *Academy of Management Journal*, 44(6), 1123–1134.
42. Li, Y., Zhao, Y., Tan, J., & Liu, Y. (2008). Orientation on Market Evidence from Chinese Small Firms \*. *Journal of Small Business Management*, 46(1), 113–133.
43. Lumpkin, G. ., & Dess, G. G. (1996). Clarifying the Entrepreneurial Orientation Construct and Linking It To Performance. *Academy of Management Review*, 21(1), 135–172. <http://www.jstor.org>
44. Lumpkin, G. T., & Dess, G. G. (2001). LINKING TWO DIMENSIONS OF ENTREPRENEURIAL ORIENTATION

- TO FIRM PERFORMANCE: THE MODERATING ROLE OF ENVIRONMENT AND INDUSTRY LIFE CYCLE. 9026(00), 429–451.
45. Manishimwe, T., Raimi, L., & Azubuike, C. J. (2022). Customer-centric influence of entrepreneurial marketing on business performance of hotels in Nigeria during the COVID-19 crisis. *Journal of Revenue and Pricing Management*, 0123456789. <https://doi.org/10.1057/s41272-022-00383-w>
46. Matsuno, K., & Mentzer, J. (2014). Market Orientation: Reconciliation Of Two Conceptualizations. [https://link.springer.com/chapter/10.1007/978-3-319-13147-4\\_17](https://link.springer.com/chapter/10.1007/978-3-319-13147-4_17)
47. Miles, M. (2006). Large firms, entrepreneurial marketing processes, and the cycle of competitive advantage. *European Journal of Marketing*, 40(5), 485–501. <https://doi.org/10.1108/03090560610657804>
48. Morris, M. H., & LaForge, M. S. R. W. (2004). The emergence of entrepreneurial marketing: nature and meaning. *Entrepreneurship: the way ahead*.
49. Morris, M. H., Schindehutte, M., & LaForge, R. W. (2001). The emergence of entrepreneurial marketing: Nature and meaning. *Entrepreneurship: The Way Ahead*, July 2001, 91–104. <https://doi.org/10.4324/9780203356821>
50. Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002). Entrepreneurial Marketing: A Construct for Integrating Emerging Entrepreneurship and Marketing Perspectives. In *Journal of Marketing Theory and Practice* (Vol. 10, Issue 4, pp. 1–19). <https://doi.org/10.1080/10696679.2002.11501922>
51. Morrish, S. C. (2011). Entrepreneurial marketing: A strategy for the twenty-first century? *Journal of Research in Marketing and Entrepreneurship*, 13(2), 110–119. <https://doi.org/10.1108/14715201111176390>
52. Morrish, S. C., & Deacon, J. H. (2012). A Tale of Two Spirits: Entrepreneurial Marketing at 42Below Vodka and Penderyn Whisky. *Journal of Small Business and Entrepreneurship*, 24(1), 113–124. <https://doi.org/10.1080/08276331.2011.10593529>
53. Mugambi, E. N., & Karugu, W. N. (2017). Effect of Entrepreneurial Marketing on Performance of Real Estate Enterprises: a Case of Optiven Limited in Nairobi, Kenya. *International Academic Journal of Innovation, Leadership and Entrepreneurship*, 2(1), 26–45. [http://www.iajournals.org/articles/iajile\\_v2\\_i1\\_26\\_45.pdf](http://www.iajournals.org/articles/iajile_v2_i1_26_45.pdf)
54. Narver, J. C., & Slater, S. F. (1990). The Effect of a Market Orientation on Business Profitability. *Journal of Marketing*, 54(4), 20. <https://doi.org/10.2307/1251757>
55. 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>
56. Raymond, W., Mohnen, P., & Palm, F. (2006). Working Paper Serie Persistence of Innovation in Dutch Manufacturing: Is it Spurious? February.
57. Ritter, T. (2006). Communicating firm competencies: Marketing as different levels of translation. *Industrial Marketing Management*, 35(8), 1032–1036. <https://doi.org/10.1016/j.indmarman.2006.03.004>
58. Roper, S., Du, J., & Love, J. H. (2008). Modelling the innovation value chain. *Research Policy*, 37(6–7), 961–977. <https://doi.org/10.1016/j.respol.2008.04.005>
59. Rosenbusch, N., Brinckmann, J., & Bausch, A. (2011). Is innovation always beneficial? A meta-analysis of the relationship between innovation and performance in SMEs. *Journal of Business Venturing*, 26(4), 441–457.

- <https://doi.org/10.1016/j.jbusvent.2009.12.002>
60. Sadiku-dushi, N., Dana, L., & Ramadani, V. (2019). Entrepreneurial marketing dimensions and SMEs performance. *Journal of Business Research*, 100(March), 86–99. <https://doi.org/10.1016/j.jbusres.2019.03.025>
61. Sekaran, U., & Bougie, R. (2003). *Research Methods for Business: A Skill-Building Approach*, 6th Edition.
62. Sheth, Sisodia, & Sharma. (2000). Anteseden dan Konsekuensi Pemasaran Pelanggan-Sentris. *Jurnal Akademi Ilmu Pemasaran*,.
63. Slater, S. F., & Narver, J. C. (1995). Market Orientation & the Learning Organization. *Organization*, 59(3), 63–74.
64. Spence, M., & Essoussi, L. H. (2010). SME brand building and management: An exploratory study. *European Journal of Marketing*, 44(7), 1037–1054. <https://doi.org/10.1108/03090561011047517>
65. Stephen, O. U., Ireneus, N., & Moses, O. C. (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. <https://www.academia.edu/download/59252769/Entrepreneurial-Marketing-Practices-and-Competitive-Advantage20190514-126529-1kting4.pdf>
66. Vij, S., & Bedi, H. S. (2016). Effect Of Organisational And Environmental Factors On Innovativeness And Business Performance Relationship. *International Journal Of Innovation Management*, 20(3). <https://doi.org/10.1142/S1363919616500377>
67. Whalen, P., & Akaka, M. (2016). A dynamic market conceptualization for entrepreneurial marketing: the co-creation of opportunities. *Journal of Strategic Marketing*, 24(1), 61–75. <https://doi.org/10.1080/0965254X.2015.1035040>
68. Xu, E., & Zhang, H. (2008). The impact of state shares on corporate innovation strategy and performance in China. *Asia Pacific Journal of Management*, 25(3), 473–487. <https://doi.org/10.1007/s10490-008-9093-4>
69. Youhe Si, Y. L. N. Z. (2010). Exploratory innovation, exploitative innovation, and performance: Influence of business strategies and environment. *Nankai Business Review International*, 1(3), 297–316. <https://doi.org/10.1108/20408741011069223>
70. Zahra, S. A., & Covin, J. G. (1994). The financial implications of fit between competitive strategy and innovation types and sources. *Journal of High Technology Management Research*, 5(2), 183–211. [https://doi.org/10.1016/1047-8310\(94\)90002-7](https://doi.org/10.1016/1047-8310(94)90002-7)