

Michael Segun OGUNMUYIWA<sup>1</sup>  
Sarat Ololade ONANUGA<sup>2</sup>

## THE NEXUS BETWEEN ENTREPRENEURIAL MARKETING AND MICRO SCALE BUSINESS PERFORMANCE IN OGUN STATE, NIGERIA

The study investigated the relationship between entrepreneurial marketing dimensions and performance of micro scale businesses in Ogun East Senatorial District in Ogun State, Nigeria. The survey research design was employed and purposive sampling technique was used to select a sample of 259 out of the 270 copies of the structured questionnaire administered to owners and managers of micro scale businesses in all the Nine (9) Local Government Areas in the study area. Employing regression analysis technique, empirical findings revealed that all the entrepreneurial marketing dimensions (innovativeness, proactiveness, risk-taking, resources leveraging and value creation) except innovativeness are positively and significantly related to micro scale business performance. The study recommends that micro scale businesses as well as government and non-governmental organizations should incorporate and practice the five major constructs of entrepreneurial marketing dimensions in order to achieve the desired results and enhance micro scale business performance in Nigeria.

**Keywords:** Entrepreneurship, Marketing, Entrepreneurial Marketing, Micro Scale Business, Performance.

### 1. INTRODUCTION

Entrepreneurial Marketing (EM) is an interface of marketing and entrepreneurship which is orientated towards entrepreneurship and innovation. Entrepreneurship and Marketing has no widely acceptable definition, the concept of Entrepreneurship and Marketing has been viewed and defined from different perspectives from different scholars in different fields of studies. Marketing viewed by some means advertising, to some selling while to some trading or even branding. Advertising, selling and trading are just an aspect of marketing; they do not reflect or explain the concept of marketing. Marketing is a process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return (Kotler, Armstrong, 2016). Entrepreneurship deals with creativity, innovation and invention. It also deals with the process of creating value by bringing together a unique package of resources to exploit an

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<sup>1</sup> Michael Segun Ogunmuyiwa, PhD, Senior Lecturer in the Department of Business Administration, Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria; e-mail: msogunmuyiwa@gmail.com (corresponding author). ORCID: 0000-0002-5966-9345.

<sup>2</sup> Sarat Ololade Onanuga, M.Sc candidate in the Department of Business Administration, Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria; e-mail: sunkanmi.amida@gmail.com.

opportunity, define a business concept, assess the needed resources, acquire those resources, and manage and harvest the venture (Ogunnode, Abereola, Oloyede, 2020).

EM as an interface between entrepreneurship and marketing serves as a means for entrepreneurs to bridge the gap of inculcating marketing into entrepreneurship for sustainable development of their enterprise. One most widely used definition of EM was propounded by Morris, Schindehutte and Laforge (2002), they defined entrepreneurial marketing 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. EM is the advertisement, branding, gaining customers loyalty and making a marketing strategy for businesses (Robert, Veland, 2018). Entrepreneurial marketing represents an opportunistic strategy, wherein entrepreneurs proactively seek novel ways to create value for desired customer and build customer equity (Mokejeh, Ekene, Okwuraiwe, 2018). Entrepreneurial Marketing is a blend of organizational functions and a set of processes for creating, communicating and delivering value to customers and for managing customer relationship in ways that benefits the organization and its stakeholders.

Micro scale businesses as the name implies differs in nature and operation across one country to another but serve as a catalyst for growth and development of any nation. In Nigeria, micro scale enterprises are the most common businesses across every nook and cranny of the country aimed at reducing poverty and to fight hunger among people. Micro enterprises are defined with employment capacity of not more than 10 persons with known asset value that is less than 13,000 US dollars exclusive of land and buildings (Ogunmuyiwa, Sofoluwe, 2019). Micro scale businesses are independently owned organizations that require less capital and less workforce and less or no machinery. In Nigeria and most developing nations, micro scale businesses include automobile repairs and servicing, boutiques, provision stores, barbing and hairdressing salon, catering services, bookshops, estate agents, plumbing, carpentry and woodwork, blacksmithing, tailoring and fashion designing etc.

According to Morris, Schindehutte and Laforge (2002) there are seven dimensions that characterized entrepreneurial marketing, viz; proactiveness, risk management, innovativeness, opportunity driven, resource leveraging, customer intensity and value creation. Proactiveness, risk taking, innovativeness and opportunity are derived from entrepreneurial orientation while resource leveraging, customer intensity and value creation dimensions capture market orientation of the firm (Mokejeh, Ekene, Okwuraiwe, 2018).

Empirical studies on Micro Scale Businesses (MSBs) in relation to entrepreneurial marketing dimensions are not new in the literature. However, findings have shown different variations in the contributions of the key components of entrepreneurial marketing dimension to Micro Scale Businesses. Some scholars found significant relationship, while others found otherwise. For instance, Innocent, Paul, and Amaka (2018); Adefulu, Asikhia, and Aroyeun (2018); Johnmark, Munene and Balunywa (2016); found significant positive effects. However, Moreno and Casillas (2008); Musthofa, Sugeng, Nailiand and Ngatno (2017), Kumarpeli and Semasingbe (2015) amongst others revealed no significant effect. A study in Nigeria by Micheal, Nwokolie and Okwuraiwe, (2018) found out that some aspects of entrepreneurial marketing dimensions show significant effect with Micro Scale Businesses performance while other aspect shows no significant effect.

There is however paucity of research in this area using Micro Scale Businesses in Ogun State as a case study. This of course is the gap this study intends to fill. Thus, the objective

of this study is to investigate the relationship between entrepreneurial marketing dimensions (innovativeness, proactiveness, risk taking, resource leveraging and value creation) and performance of micro scale businesses in Ogun East Senatorial District in Ogun State, Nigeria. The rest of the paper is divided into three (3) sections. Section II focuses on the literature review and section three III is on the methodology and empirical results while section IV concludes the study.

## 2. REVIEW OF EMPIRICAL STUDIES

Entrepreneurial marketing (EM) is the merging of the two disciplines-marketing and entrepreneurship. Entrepreneurial marketing is a concept that focuses on the identification and exploitation of opportunities to attract and retain customers (Kucterz, Berger, 2017). Entrepreneurial Marketing is defined as a proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation (Morris et al., 2002).

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, proactiveness, and may be performed without resources currently controlled (Kraus, Harms, Fink, 2010). Morris, Schindehutte & LaForge (2002) developed seven dimensions that characterize entrepreneurial marketing, which clearly differentiate entrepreneurial from conventional marketing. The seven dimensions are; proactiveness, risk taking, innovativeness, opportunity driven, resource leveraging, customer intensity and value creation.

Micro scale business has no widely accepted definition as its structure varies from one country to another. According to Ogunmuyiwa, Aladegoroye and Abosede (2019), micro scale businesses are those enterprises dominated by wholesale and retail trade, manufacturing and vehicle repair/servicing, barbing salon, hairdressing salon, provision stores, welding enterprises and so on. They presumed that most of the micro scale enterprises are informal, family-owned business with low productivity value and low technological skills.

According to the Bank of Industry, a micro scale business are the businesses with less than or equal to ten employees ( $\leq 10$ ), a total assets of less than or equal to five million naira ( $\leq 5$  million) and an annual turnover or less than or equal to twenty million naira ( $\leq 20$  million). In Nigeria, over 41.5 million MSME businesses operate in the country, according to a survey conducted by the National Bureau of Statistics and the SME Development Agency of Nigeria (SMEDAN) in 2017 out of which 41,469,947 are micro businesses and Ogun state has a total of 2,465 million. MSBs contribute 76.5% of the national workforce in Nigeria.

Mohammad and Rizwan (2021) examined the effect of entrepreneurial marketing dimensions on SMEs' Innovation Performance in Britain. The study was conducted among seventy six (76) SME owners through the use of structured and validated questionnaire. Data collected were analyzed using descriptive statistics and linear regression analysis at 5% significant level. The findings show that entrepreneurial marketing dimensions significantly impacts on innovative performance. In a nutshell, the four dimension of entrepreneurial marketing which include: innovativeness, proactiveness, risk-taking, and

autonomy have a significant positive impact on micro scale business. On the other hand, the other dimension which is competitiveness does not significantly influence innovation performance.

Kalaichelv and Suganthi (2020) studied entrepreneurial marketing performance and SMEs in Tamilnadu, China. Descriptive survey research through simple random sampling technique was adopted for data collection. The study population was 400 in which 224 were selected and 202 were retrieved. Seven dimensions used in this study include: Innovativeness, calculated risk-taking, opportunity focus, resource leveraging, customer intensity, and value creation. The data collected were measured via Structural Equation Modeling (MSEM). It was gathered that innovativeness, opportunity driven, proactiveness are working together and significantly influence the marketing performance.

Ding and Cao (2019) explored the relationship between entrepreneurial marketing orientation and firm performance in China using strategic flexibility as the mediating variable. In the study 386 samples of entrepreneurial SMEs was used for data collection. Descriptive survey research was adopted through the use of validated structured questionnaire. Findings from the result collected showed that entrepreneurial orientation and strategic flexibility are positively related to firm performance. In essence, both resource flexibility and capability flexibility play a partial mediating role in the relationship while the mediating effect of capacity flexibility is far greater than resource flexibility.

Fauzul and Takenouchi (2016) established the relationship between Entrepreneurial Orientation (EO) and business performance of small and medium scale enterprises in Japan. In the study, three main dimensions of innovativeness, proactiveness, and risk taking were applied for EO while sales growth, employment growth, market share growth, and profit growth were used to predict SMEs performance. The result indicated that proactiveness, innovativeness, risk taking and overall EO have significant positive relationship with market share growth proxy while positive significant relationship was shown between risk taking and employment growth.

Abdul (2020) investigated the rewards and challenges of entrepreneurial marketing in SMEs in Britain. The findings showed that entrepreneurial marketing enables entrepreneurs to think strategically and contributes positively to the success of their enterprises. The study also revealed that entrepreneurial marketing dimensions; innovativeness, proactiveness, risk taking, resource leveraging and value creation positively impact SMEs' overall performance.

Fatoki (2019) assessed the relationship between entrepreneurial marketing dimensions and performance of SMEs in South Africa. The descriptive survey research makes use of the cross-sectional survey method through self-administered questionnaire. The respondents were selected through convenience and snowball methods of sampling. Data collected was analyzed using descriptive statistics and multiple regression analysis. It was gathered that a significant positive relationship exist between entrepreneurial marketing dimensions and SMEs performance. Specifically, Innovativeness, value creation and resource leveraging exert positive significant relationship with performance while proactiveness exhibit positive but insignificant relationship with SMEs performance.

Dushi, Dana and Ramadani (2019) examined the impact of entrepreneurial marketing dimensions on small and medium-sized enterprises in Kosovo. Descriptive survey research was adopted where 250 questionnaires was randomly distributed to selected SMEs in the study area. Primary data collected were analyzed using mean for central tendency and standard deviations for variability as descriptive statistics and the Pearson's test, ANOVA,

and regression for inferential statistics. Findings revealed that respondents tend to be highly opportunity focused and understand the importance of resource leveraging. While value creation is seen as a very important entrepreneurial marketing dimension, respondents are reserved with respect to taking risks; furthermore, they do not tend to be proactive, innovative nor customer oriented.

Nuryakin, Aryanto and Setiawan (2018) investigated the mediating effect of value creation in the association connecting relational capabilities on business performance in Indonesia. The researchers collected primary data from 305 exported-furniture SME respondents in Central Java Indonesia. Data collected were analyzed using Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). It was gathered that a significant positive relationship exist between business performance and value creation.

In a similar study by Sadiku-Dushi, Dana and Bamadani (2019) conducted on the influence of entrepreneurial marketing dimensions on SMEs performance in Kosovo. The researchers adopted survey research design and make use of questionnaire as instrument for data collection. 250 questionnaires were distributed only 245 were retrieved. Data collected were analyzed using descriptive statistics, correlation and regression analysis. Findings thus inferred that value creation is seen to be a paramount entrepreneurial marketing dimension. Nevertheless, most entrepreneurs were reserved with respect to taking risks. In addition, majority do not tend to be proactive, innovative nor customer tilting.

In Nigeria, Adegbuyi, Oladele, Iyiola, Ogunnaike, Ibidunni and Fadeyi (2018) investigated the effect of entrepreneurial orientation on the performance of small and medium scale enterprises using descriptive survey research design. Four hundred and thirty six (436) owner-managers of registered SMEs were selected from the Nigerian Corporate Affairs Commission. Questionnaire was the only instrument used for data collection in the study. The administered questionnaire was analyzed using structural equation modeling. Result gathered showed that there is a significant influence of entrepreneurial marketing dimension on SMEs performance. Adefulu, Asikhia and Aroyeun (2018) investigated the influence of pro-activeness on SMEs growth in Ogun State, Nigeria. The researchers employed simple random sampling techniques in selecting 386 firms across Ogun State based on size and growth. Structured and validated questionnaire was analyzed using descriptive and inferential statistics. It was gathered that pro-activeness positively and significantly influence SMEs growth in Ogun state at  $P < 0.05$ .

Similarly, Mokejeh et al. (2018) assessed the impact of entrepreneurial marketing on SMEs performance in Enugu State, Nigeria. In the study, Innovativeness, Resource Leveraging, Proactiveness, Calculated risk taking, Customer Intensity, Value creation, Opportunity Focus were used as the dimensions of the independent variable for the study against the performance of the selected SMEs. Descriptive survey research design was adopted in the study and questionnaire was used as instrument for data collection. Fifteen (15) SMEs were selected in the study area and 405 copies of questionnaire were distributed where only 370 were retrieved. The administered questionnaires were analyzed using multiple regression analysis. It was gathered that entrepreneurial innovativeness and proactiveness, have positive significant influences on the performance of the selected SMEs. On the other hand, other variables showed no significant effect.

Stephen, Irenus, and Moses (2019) looked at entrepreneurial marketing practices and competitive advantage of small and medium size enterprises in Nigeria. The sample size comprised of 356 owners/managers of small and medium-sized enterprises in Enugu State, Nigeria. Questionnaire was used as instrument for data collection which was analyzed using

simple percentages, means, standard deviation and regression analysis at 0.05 level. Findings showed that Proactiveness, Risk- taking, Customer intensity and Resource leveraging have no significant relationship with competitive advantage. On the other hand, Innovativeness, Value creation and opportunity focused have statistically significant relationship with competitive advantage. Nwakwio and Kanyangale (2020) assessed the relationship between entrepreneurial orientation and the survival of SMEs in Nigeria. The study was carried out in south-east geo-political zone of Nigeria where 364 owner-managers of manufacturing SMEs was selected randomly to participate in the study using structural equation modeling. Findings indicated that the dimensions of entrepreneurial orientation such as proactiveness, innovativeness, resource leveraging have significantly contributed to the survival of SMEs in Nigeria.

Also, Ogunode, Abereola, and Oloyede (2020) looked at the relationship between entrepreneurship marketing and SMEs performance in Nigeria. Descriptive survey research design was adopted in the study and questionnaire was the only instrument used for data collection. Three hundred and forty five (345) registered SMEs in Delta state, Nigeria form the population for the study where 120 were selected through simple random sampling techniques. Data collected through questionnaire was analyzed using linear regressions analysis. Invariably, the findings showed that entrepreneurial marketing impacts SMEs performance. All the explanatory variables; innovativeness, proactiveness, resource leveraging, value creation, customers intensity among others exert significant influence on the performance of SMEs in Delta State, Nigeria.

### **3. METHODOLOGY AND EMPIRICAL RESULTS**

The research design for the study is the survey research design and the study population is made of micro scale business owners within Ogun East Senatorial District of Ogun State. Purposive sampling technique was employed to select Ninety (90) micro business outlets across nine (09) Local Government Areas that make up the study area. The nine Local Government Areas are: Ijebu-Ode, Ijebu North, Sagamu, Remo North, Odogbolu, Ijebu East, Ogun, Ikenne, Waterside and Ijebu North East. Thereafter, three (3) respondents were picked from each of the Ten (10) micro business outlets in each of the Nine (09) Local Government Areas in Ogun East Senatorial Districts to have a total of Two Hundred and Seventy (270) respondents.

A Four (4) point Likert rating scale questionnaire ranging from Strongly agree (4 point), Agree (3 point), Disagree (2 point) to Strongly Disagree (1 point) was administered to the 270 respondents across the local government areas. Out of the 270 copies of the questionnaire, a total of Two Hundred and Fifty Nine (259) properly filled and usable copies were used for the study and this makes up the sample size for the study. The reliability of the instrument was achieved through a test-re-retest reliability with a Crombach Alpha of 0.82.

#### **3.1. The Model**

Arising from the research problem and the research objective is the test of hypothesis of 'no significant relationship between entrepreneurial marketing dimensions (innovativeness, proactiveness, risk taking, resource leveraging and value creation) and micro scale business performance'. To test the null hypothesis with a view to achieving the stated objective, a behavioural equation is stated thus

$$\text{MSBP} = \alpha_0 + \beta_1\text{INN} + \beta_2\text{PR} + \beta_3\text{VC} + \beta_4\text{RL} + \beta_5\text{RT} + u \quad (1)$$

Where: MSBP = Micro Scale business performance

PR = Proactiveness

INN = Innovativeness

VC = Value Creation

RL = Resource Leveraging

RT = Risk taking

U = Stochastic or the error term

In a-priori terms, the theoretical expectation is a positive relationship between the dependent and the independent variables in term of their parameters to be estimated. For example,  $\beta_1$  which is the coefficient of entrepreneurial innovativeness is expected to be positive. This is because an increase in innovation in business will lead to a significant increase in micro scale businesses and vice versa. The same trend goes for proactiveness, risk taking, value creation and leveraging.

$$\text{Thus, } \beta_1, \beta_2, \beta_3, \beta_4, \beta_5 > 0 \quad (2)$$

### 3.2. Empirical Results

**H0:** Innovativeness, Proactiveness, Risk taking, Resource leveraging and Value creation has no significant combine influence on the performance of Micro Scale Businesses in Ogun State, Nigeria.

Table 1. Linear regression analysis showing combine influence of Innovativeness, Proactiveness, Risk taking, Resource leveraging and Value creation on Micro Scale Business Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.035	10.655		.285	.776
Innovativeness	.584	.505	.072	1.158	.248
Proactiveness	.756	.137	.280	5.500	.000
Risk taking	.683	.139	.310	4.906	.000
Value Creation	1.033	.521	.109	1.982	.049
Resource Leveraging	1.717	.584	.193	2.943	.004

R = .613; R<sup>2</sup> = .376; Adj R<sup>2</sup> = .363; F = 30.450; P = 0.000

**Dependent Variable:** Micro Scale Business Performance

Source: Author's computation, 2021.

Results in table 1 show the combine influence of innovativeness, proactiveness, risk taking, resource leveraging and value creation on Micro Scale Business Performance in Ogun State, Nigeria. Findings show that proactiveness, risk taking, resource leveraging and value creation have a significant positive influence on Micro Scale Business Performance

in Ogun State, Nigeria. The  $\beta$  values are .756, .683, 1.717, and 1.033;  $t = 5.500, 4.906, 2.943$  and  $1.982$  and their respective  $p$  values are .000, .000, .004 and .049 respectively. However, innovativeness was found to have a positive but insignificant contribution to Micro Scale Business Performance in Ogun State, Nigeria. The  $\beta$  values is .584;  $t = 1.158$  and  $p$  value is .248. The above findings further revealed that taking other independent variable to be zero, an increase in any of this explanatory variable will lead to a significant increase in MSBs performance.

### 3.3. Discussion of Findings

Notably, this study showed that entrepreneurial marketing dimensions have significant, direct and positive effect on Micro Scale Business Performance in Ogun State, Nigeria. This is evident in the test statistics of five entrepreneurial marketing dimensions namely; innovativeness, proactiveness, risk-taking, resources leveraging and value creation that are used in the measurement of entrepreneurial marketing dimensions.

Our findings are in accordance with that of Ogunode, Abereola and Oloyede (2020) who affirmed that innovativeness, proactiveness, resource leveraging, value creation, customers intensity among others exert significant influence on the performance of SMEs in Delta State, Nigeria. In addition, findings above correlate with that of Nuryakin, Aryanto and Setiawan (2018). According to them, value creation has a significant influence on the performance of micro scale business. Similarly, our findings are also in line with that of Sadiku-Dushi, Dana and Bamadani (2019) who inferred that value creation is seen to be a paramount entrepreneurial marketing dimension towards micro scale business performance. However, findings above negate that of Fatoki (2019) who found a non-significant relationship between proactiveness and micro scale business performance.

## 4. CONCLUSION AND RECOMMENDATIONS

The study investigated the relationship between entrepreneurial marketing dimensions and performance of micro scale businesses in Ogun East Senatorial District in Ogun State, Nigeria. Empirical findings revealed that all the entrepreneurial marketing dimensions except innovativeness are positively and significantly related to micro scale business performance. Innovativeness, albeit positively related but was insignificant at the 5 per cent level. From the empirical findings above, the five (5) entrepreneurial marketing dimensions (innovativeness, proactiveness, risk-taking, resources leveraging and value creation) are the critical elements driving the performance of micro scale enterprises in Ogun East Senatorial District in Ogun State, Nigeria.

The study thus recommends that; (i) micro Scale Businesses in Ogun State, Nigeria should incorporate and practice the five major constructs of entrepreneurial marketing dimension in order to achieve the desired results (ii) government and non-governmental organizations in Ogun State and Nigeria as a whole should support micro scale businesses towards the inclusion of entrepreneurial marketing in their programmes with a view to enhancing micro scale business performance in Nigeria.

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