

**ENTRENEURIAL MARKETING AND IT'S INFLUENCE ON SME  
DEVELOPMENT IN EDO STATE**

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**BENIN CITY**

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**AN ORIGINAL ESSAY SUMMITTED TO THE DEPARTMENT OF  
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**CERTIFICATION**

This is certified that this project ENTRENEURIAL MARKETING AND SME DEVELOPMENT IN EDO STATE was carried by OSAIGBOVO OSATOHANMWEN with matriculation number: Mgs2104909 of the department of entrepreneurship, university of Benin, Benin city, Edo state.

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## **DEDICATION**

This work is dedicated to God almighty, for his faithfulness and unrelenting support. also to my parents, Mr and Mrs **Osaigbovo** and my siblings, words cannot express my gratitude, I am sincerely grateful for your never ending prayers and support. I appreciate you all for been my support system . God bless you for me.

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To Head of department, Dr obeki obeki. Who have impacted positive idea in me, to, other Lecturer as Dr idehen, Dr Nosa, Dr osahon, Mr Aaron, Mr diamond, Mrs shaibu, Dr aimufua who have all impacted much knowledge on me throughout my stay in school and to all non academic staff of department of entrepreneurship. May God bless and richly reward you all

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## **ABSTRACT**

This study tries to do research on entrepreneurial marketing and its influence in Small and Medium Scale Enterprises (SMEs) in Edo State. Over the years, they are a move from traditional marketing to entrepreneurial marketing and social media marketing due to competition of Nigeria business especially SMEs with limited advantage and need to strive in the industry Nigeria. Therefore, the study investigates the influence of entrepreneurial marketing in SMEs development in Edo state. SMEs drive the economy of our locality. The research examines how core entrepreneurial marketing dimensions such as customer focus, risk-taking, innovation, and pro-activeness, resource leveraging affect growth, competitiveness, and sustainability of businesses in the region.

Using a descriptive research design, data were collected through a structured questionnaire administered to 105 SME operators across Benin City (Edo state). Findings reveal that most SMEs in Edo State adopt informal and cost-effective marketing strategies due to resource constraints, but those with stronger entrepreneurial marketing practices demonstrate higher customer retention, revenue growth, and adaptability in competitive markets.

## CHAPTER ONE

### 1.1 Background to the Study

Globally, SMEs are facing more dynamic and fierce competition (Otika, Nwaizugbo, Olise 2019). Therefore, it is important to develop strategies to maintain and manage this different category of businesses. Conventional marketing strategies appear not to be effective for SMEs' sustainable competitiveness (Olannye & Edward, 2016). Entrepreneurial marketing is crucial for SME development in many societies. Many scholars also believe on customer as an important part of entrepreneurship. It is also important that entrepreneurial marketers should not under look the importance of using customer experience to get new ideas, new products, and innovative processes. In the contemporary business environment, with growing dynamics, instability and rivalry, entrepreneurs and managers have to unlearn traditional marketing principles and replace them with innovative opinions and procedures, such as entrepreneurial marketing (Hills, G. Ehultman, C.M & Miles 2010; Gontur, s., Vem, L.J, Gontur, M.G, & Davireng 2022). Entrepreneurial marketing offers vast potential as an antidote to the challenges of the business environment and improvement in performance during times of high turbulence (Alqahtani, N, & Usay, c.2022). Morrish, s. c, (2010) further noted that the increasing intensity of competition necessitates businesses to become more flexible, proactive and entrepreneurial.

In the face of Edo state ever-volatile economy, where inflation, policy shifts, and market unpredictability remain the norm, the survival of small and medium scale enterprises (SMEs) attached less on capital strength and more on adaptability, creativity, and strategic market engagement. Conventional marketing strategy appears not to be effective for SME sustainable competitiveness (Olaniye and Edward 2016). Entrepreneurial marketing which was suggested as one of the strategies that SMEs can retain to gain growth and development. Rigid frameworks and assumptions of stability of traditional marketing often fails to address the tough realities faced by Nigerian SMEs. In the contemporary business environment with growing dynamic, instability and rivalry, entrepreneurs and managers have to unlearn traditional marketing principles to replace them with innovative options and procedures such as entrepreneurial marketing (Hills et Al, 2010, Gontur et Al 2022) in this gap, entrepreneurial marketing (EM) has emerged not as an option, but as important

Entrepreneurial marketing contain striving using risk-taking, innovation and the smart leveraging of scarce resource. To compete favorably, SMEs should focus more on innovation, again emphasis should be on opportunity focus, identify needs will make SMEs to have competitive advantage (Otika, us Nwaizugbo I.C and Olise C.M 2019). Where most SMEs are navigating digital disruption, in current Nigeria, a youthful but fragmented consumer market, and intense competition from both local and foreign players, entrepreneurial marketing becomes a lifeline. Entrepreneurial marketing offers a vast

potential as an antidote to challenges of the business environment and improvement in performance during time of high turbulence (Alqahtani et Al 2022). Unlike large corporations, SMEs rarely have the luxury of marketing departments or big budgets. innovation is derived from constraint, building customer loyalty through unconventional techniques such as WhatsApp customer service, influencer partnerships, flash promos, and street-level brand activism. EM empowers SMEs to connect more deeply with their target markets, not just to gain customers but to build community-driven brands morrish et Al (2010) further noted that the increasing intensity of competition necessitate business to become more flexible, proactive and entrepreneurial

As define by swedan (2013) small business are businesses that employ between 10 to 49 employee and having a capacity base 5 million to 50 million while medium enterprise employ from 50 to 199 and having a capacity base from 50 million to 500 million. They are vital in the economy, in employment generation, provision of goods and services in the country. SMEs is crucial in the economic development of any nation and known to be in the main engine of economic growth and a key factor in promoting private sector development (Ayozie: D. O. Jacob,s.,Umukoro,f,& ayozie u 2013). SMEs have increasingly become significant driver of economic development in today rapidly evolving and competitive global economy (Akhamiokhor and Adanikin 2017). This study seeks to research the unique ways entrepreneurial marketing shapes the performance, visibility, and

resilience of SMEs in Edo State especially in an era where innovation isn't just an edge but a core requirement for survival, growth and development.

Consequently, the aim of the study is to empirically verify the six entrepreneurial marketing dimensions proposed by Kilenthong, p., Hills, C.m (2015) in the Nigerian context and to determine their impact on sustainable competitive advantage.

## **1.2 Statement of the Problem**

Despite the increase of SMEs in Nigeria and their important role in employment creation and economic diversification, many SMEs still operate below their capacity. While some barriers as accessing of finance, infrastructure, and regulatory bottlenecks, a subtler and equally critical issue remains overlooked the failure to adopt market strategies that align with the dynamic, high-risk environment in which Nigerian SMEs exist.

In a state as Edo state where consumer behavior is fluid, social media trends evolve overnight, and business survival is highly depended on innovation and improvisation, many SMEs are still using outdated marketing practices that don't flow with today's fast-moving, tech-savvy market

This study, therefore, seeks to investigate this gap by examining how entrepreneurial marketing influences the performance and strategic positioning of SMEs in Edo state.

### **1.3 Objectives of the Study**

The main objective of this study is to know how entrepreneurial marketing drives innovation, adaptability, and performance among Small and Medium Scale Enterprises (SMEs) in Nigeria's dynamic business environment.

The specific objectives are to:

1. Investigate the capacity to which SMEs in Edo state apply entrepreneurial marketing principles: proactiveness, customer intensity, value creation and innovation focus in their operations.
2. Analyse the relationship between entrepreneurial marketing techniques and measurable business performance indicators: value creation, customer intensity, innovativeness, pro-activeness.
3. Identify the use of innovative and digital tools and informal marketing tactics as (e.g., social media, content creator, ads , influencer marketing, referrals) are used creatively by SMEs as part of entrepreneurial marketing.
4. Explore the restrictions and opportunities SMEs face while applying entrepreneurial marketing process in the context of Edo state.

5. Recommend practical, scalable techniques for integrating entrepreneurial marketing into SME development models in Edo state

#### **1.4 Research Questions**

1. How are entrepreneurial marketing principles ;( innovation, risk-taking, and customer intensity) currently being implemented by SMEs in Edo state?
2. To what capacity does the use of entrepreneurial marketing influence the growth, development, and sustainability of Edo state SMEs?
3. What role do digital platforms and informal networks play in shaping entrepreneurial marketing strategies among SMEs?
4. What challenges hinder the effective adoption of entrepreneurial marketing in the Edo state SME sector?
5. What practical models or strategies can be recommended to improve entrepreneurial marketing practices in Nigerian SMEs?

## **1.5 Research Hypotheses**

### **Null Hypotheses**

1. Entrepreneurial marketing practices, have no significant influence on the growth and performance of SMEs in Edo state.
2. There is no significant relationship between the use of digital platforms and the effectiveness of entrepreneurial marketing among Nigerian SMEs.
3. Challenges such as lack of funding, poor digital skills, or limited market knowledge do not significantly affect the adoption of entrepreneurial marketing in Nigerian SMEs.

### **Alternative Hypotheses**

1. Entrepreneurial marketing practices significantly influence the growth and performance of SMEs in Nigeria.
2. There is a significant relationship between the use of digital platforms and the effectiveness of entrepreneurial marketing among Nigerian SMEs.
3. Challenges such as lack of funding, poor digital skills, or limited market knowledge significantly affect the adoption of entrepreneurial marketing in Nigerian SMEs

## **1.6 Significance of the Study**

This study is significant as it sheds insight on how entrepreneurial marketing (EM) can increase the way Nigerian SMEs survive, grow, and compete in an increasingly volatile and digital-driven economy. Many studies seem to focus on access to finance or infrastructure challenges, this research pivots attention to a less-explored but equally crucial factor—how SMEs market themselves in unpredictable and resource-scarce environments. For SME Owners and Entrepreneurs, the study offers practical insights into marketing strategies that do not depend on heavy budgets but instead on creativity, agility, social media, and strategic risk-taking key traits necessary for thriving in Nigeria's competitive business terrain.

## **1.7 Scope of the Study**

This study focuses on the practical works and influence of Entrepreneurial Marketing (EM) among Small and Medium Scale Enterprises (SMEs) operating in Edo state Nigeria's dynamic and often unpredictable business environment. The research will examine SMEs across many sectors as retail, tech, logistics, transportation, trading, production, fashion, and food services—where innovation and marketing innovation are most visible.

Geographically, the study will target SMEs in urban and semi-urban areas within Edo state (Benin City), as these hubs present a mix of digital innovation, intense competition, and customer diversity, which are fertile grounds for entrepreneurial marketing practices.

### **1.8 Limitations of the Study**

While this study strives to provide valuable insights into entrepreneurial marketing practices among Nigerian SMEs, certain limitations may affect the scope of the findings

#### **1. Limited Access to Data:**

confidentiality concerns or poor record-keeping may hinder SME owners from giving accurate information or performance or market data about their business

#### **2. Geographical Concentration:**

The study focuses on selected urban and semi-urban areas in Edo state. This may not fully reflect the experiences of SMEs in rural regions where there is no access to market dynamics and access to digital tools.

#### **3. Time Constraints:**

Given the time frame for the project, the depth of fieldwork, especially qualitative interviews, may be limited.

**4. Resource Constraints:**

Financial and logistic limitations may restrict the number of SMEs surveyed or visited, impacting sample size and representativeness.

**5. Respondent Bias:**

Some SME operators may exaggerate or understate their use of entrepreneurial marketing due to perception, pride, or misunderstanding of the concept.

## CHAPTER TWO

### THE CONCEPT OF MARKETING

Depending on individual orientation, Marketing has different meaning firstly Marketing has been described by the Marketing aims at satisfying consumers wants. The term includes advertising, distribution and selling "of product or service, (Sahay and Sharma, 2010). Apple by (1986) described marketing as the creative management function, which promotes trade and employment by assessing consumers' needs and initiating research and development to meet them. "Philip Kotler (2009)Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market Chartered Institute of Marketing (CIM, UK)"Marketing is the management process responsible for identifying, anticipating, and satisfying customer requirements profitably. "Peter Drucker (1954)The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.

Concept of small and Medium Enterprises (SMEs) in Nigeria

Small and medium-sized enterprises are independently owned and operated firms that are not dominant in their field and meet specific size range in terms of employees and annual turnover.(Morris et al. 2002). Storey (1994) There is no single, uniformly acceptable definition of a small firm. Definitions vary according to the purpose for which the

definition is being used and the country in which the firm operates. Hills et al. (2008) noted that entrepreneurial marketing demonstrates significant flexibility, depends on experience instead of market research, and utilizes Informal resource management. Stokes (2000) articulated that it highlights innovative product development, utilizes bottom-up strategies, and prioritizes personal customer relationships. Amjad, (2022) noted that resource constraints require low-cost marketing strategies, reliance on networks, and customer relationships as substitutes for formal market research. Collinson and Shaw (2001) noted that entrepreneurial marketing functions within dynamic environments characterized by ambiguous customer needs, in contrast to traditional marketing, which operates in stable environments with clearly defined customer understanding.

#### Concept of Entrepreneurial marketing

(Marangoz and Erboy, 2013) The word entrepreneurial marketing was first used in a conference at the University of Illinois in Chicago which was sponsored by Council for Small Business and AMA in 1982. In the addition of entrepreneurship and marketing in a normal sense has been the application of innovation, idea, opportunity, risk, value creation, resourcefulness and idea into traditional and modern marketing. Entrepreneurial marketing is a concept which so far has been hard to grasp (Kurgun, h, bagiran, D, ozere n e & maral 2011). Collinson and Shaw (2001) described entrepreneurial marketing as

responsiveness to the marketplace and a seemingly intuitive ability to anticipate changes in customer demands. Entrepreneurial Marketing

Morris ,M.H, Schindehutte, m. & Laforge, R. W . (2002) 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. Manishimwe, R, Niyibizi,s & uwizeyimana, E (2022) described entrepreneurial marketing as the interface of marketing and entrepreneurship which focuses on innovation and change. Entrepreneurial marketing can also be perceived as a novel model that incorporates important characteristic of marketing and entrepreneurship into a adaptatable concept where marketing becomes a process used by enterprises as well as acting entrepreneurially (Hills & Hultman, 2013; Gontur et al., 2022). The addition of entrepreneurial marketing as both market oriented and entrepreneurial-oriented activities allows businesses to survive both static and volatile market environments (Fatoki, 2019). It is seen as an opportunity driven way of thoughts and actions concerning marketing behaviours as a result of understanding and responding to market styles, market positioning and customers' needs. Lam & Harker (2015) explored the role and significance of marketing in entrepreneurial processes and noted that entrepreneurs should adopt a customer-centric approach in managing their businesses.

Entrepreneurial marketing assists businesses to remain relevant and competitive in a world full of uncertainties brought about by advances in science and technology. Entrepreneurial marketing practices have been identified as one of the most important key ingredients for superior performance and global competitiveness in small and medium-sized enterprises (Otika et al., 2019). Olannye & Edward (2016) established that entrepreneurial marketing is a multidimensional construct whose aspects have direct effect on competitive advantage. Evidence also indicates that entrepreneurial marketing practices have consequences for product/service innovation, market research and service quality which enable businesses to gain competitive advantage (Jayawarna et al., 2014; Sarma et al., 2022). In the study of Alqahtani et al. (2022) it was found that entrepreneurial marketing has a positive and significant impact on firm performance, and that impact becomes even more significant under highly uncertain market conditions. Moreover, in the study of Crick et al. (2021) a negative relationship between entrepreneurial marketing orientation and financial performance was reported. Whereas, Ajayi & Gomna (2021) found a significant positive relationship between entrepreneurship marketing and economic growth. An anticipation change is the core activity of the entrepreneur because he takes advantages of collecting market information from his/her networks relationships with minimum financial resources and restrictions on the time available to engage in market research.

Basic concept of Entrepreneurial marketing includes the following

## **Innovation**

Innovation is a marketing action that supports new ideas, experimentations, and processes to create new services, products or advanced technological processes that lead the company to new markets. (Lumpkin & Dess, 1996). Innovation focuses on marketing actions that allows the firm to concentrate on new ideas and opportunity that lead to new markets, products, or processes. The rate in which a successful firm focus more on innovation in its market actions can differ from the highly innovative firm to low innovative firm. SMEs may choose to focus on innovative means of marketing since the firm may not have the resources to break with industry standards (Becherer et al., 2008).

## **Pro-activeness**

Pro-activeness means entrepreneurial willingness to outstanding competitors through the adding of proactiveness and action oriented moves, for example , bringing new products or services before your competitors. Moreover, having a proactive orientation involves discovering and satisfying the latent, unarticulated needs of customers through collecting customer and competitor based information (Keh et al, 2007). It takes into consideration firm's actions and firms internal changes which might influence the environment and allow the firm achieving competitive advantages. (Andersen et al., 2010).

## **Opportunities-Driven**

It is the ability of the firm to select the right opportunity that determines success (Hamel, 2000; Hamel & Prahalad, 1994). Opportunity may come anytime, entrepreneurs are known for proactively looking for new business opportunities. Being proactive can help entrepreneurs access opportunity and get ahead of competitors in the industry. Innovation and creativity are crucial tools that help entrepreneurial firms to turn opportunities into realities (Kilenthong et al., 2010). It is shown by the firm's desire to move forward their businesses, expand to new markets to be number one in the area of their operations (Klodiana and Ana, 2016). Opportunity driven and action are marketing tools critical to SME success.

### **Resource Leveraging**

A big challenge of marketing new ventures in Edo is scarcity of financial and personnel resources. This scarcity demands a strict monitoring of marketing costs, and restricts the range and intensity of marketing activities a new venture is able to pursue (Mehran, 2013). Strategies and tactics for reducing the amount of resources spent for particular marketing activities include the freeriding strategy as well as the strategy of forming alliances with other organizations (Gruber, 2004).

Rezvani & Khazaei (2013) emphasize several ways to leverage resources by entrepreneurs such as bartering, borrowing, renting, leasing, sharing, recycling, contracting, outsourcing.

### **Calculated Risk-Taking**

The power of risk taking including willing to using substantial resources for exploiting of opportunities with using Business strategies Based on the results may be very uncertain (Morris et al., 2004). Risk taking means the predisposition of the firm to engage its resources in uncertain activities (Eggers et al., 2013). Risk taking can be high or low depend on the size of business if big or small business. Risk taking effectiveness is measured by the level of performance and reputation. (Eggers et al. 2013).

### **Customer Intensity**

Customer orientation has its roots in early services marketing literature in which the importance of customer-focused employees was a tangible sign of quality for the firm and its services. Since then, the concept of customer orientation within firms has been investigated by a number of authors and researchers; indeed, some authors view customer orientation as the „pillar of marketing“ (Jones and Rowley, 2011). Enterprises have to be build customer equity, strong relationship between enterprises and customers, and an emotional connection between the firm and the customer in order to influence on the customer’s perception of the company (Spence &Essoussi, 2010).

### **Value Creation**

The focal point of entrepreneurial marketing is innovative value creation, on the assumption that value creation is a prerequisite for transactions and relationships. The task of marketers is to discover untapped sources of customer value and to create unique combinations of resources to produce value (Morris et al, 2002). Huber (2001) state that many marketing strategists and industrial-organization (IO) economists emphasize that creation of superior customer value is a key element for ensuring companies' success. The concept of value, however, is one of the most overused and misused concepts in social sciences in general and in management literature in particular. It is used in diverse fields such as finance, economics, management, information systems, ethics, aesthetics, justice, social equity and fairness, etc. Further, value is discussed in many streams of marketing literature- including: relationship marketing, pricing, and consumer behavior – in total quality management literature, and strategy literature (Azaddin, 2004). Entrepreneurs can create new value by using existing technology to serve customers in an unconventional manner. (Chechota T. et al 2015). “No matter how hard a person works, the customer will only appreciate the work if value is created; the more value that is created the better the business will do” (Bäckbro 2006)

## **Entrepreneurial Marketing**

Entrepreneurial marketing is an important

in managing company resources by making it stand out from its rival, which brings new marketing techniques. It is a combination of two factors which are entrepreneurship and marketing

Drucker (1985) developed these earlier ideas by defining an entrepreneur as someone who searches for change, but responds to it innovatively, exploiting it as an opportunity. Zahra, Filatotchev, and Wright (2009), describe the entrepreneurial characteristics, such as opportunistic, innovative, proactive and restless. Entrepreneurial marketing is defined 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. While Santoso et al., (2021), describe entrepreneurial marketing as the marketing process of companies in chasing opportunities in an uncertain market and under limited resource conditions. Hills, Hultman, and Miles (2008), propose entrepreneurial marketing (EM) is a spirit an orientation as well as a process of passionately pursuing opportunities and

launching and growing ventures that create perceived customer value through relationships by employing innovativeness, creativity, selling, market immersion, networking and flexibility.

## **Entrepreneurial Marketing Dimensions**

Entrepreneurial marketing has several dimensions and there is no agreement on the number of dimensions (Manishimwe et al., 2022; Janet & Ngugi, 2014; Sodhi & Bapat, 2020). Kilenthong et al. (2015) proposed six dimensions of entrepreneurial marketing, namely growth orientation, opportunity orientation, total customer focus, value creation through networks, informal market analysis and closeness to the market. Hisrich & Ramadani (2017) opined that there are seven dimensions underlying entrepreneurial marketing. The authors indicated proactiveness, opportunity focus, calculated risk-taking, innovativeness, customer intensity, resource leveraging and value creation. Alqahtani & Uslay (2020) proposed eight dimensions which include innovation, proactiveness, value creation, opportunity focus, resource leveraging, networking, acceptable risks and inclusive attention. Furthermore, Nwankwo & Kanyangale (2020) identified nine entrepreneurial marketing dimensions that include proactiveness, innovativeness, customer intensity, risk-taking, opportunity focus, resource leveraging, market sensing, teamwork and value creation. Manishimwe et al. (2022) are of the view that the dimensions of entrepreneurial marketing are proactiveness, innovativeness, resource leveraging, value creation, opportunity focus, calculated risk-taking and customer leveraging. In this study, the six dimensions (growth orientation, opportunity orientation, total customer focus, value

creation through networks, informal market analysis and closeness to the market) proposed by Kilenthong et al. (2015) were adopted.

### **Growth Orientation**

Growth is one of the basic objectives of any business and SMEs are expected to grow in the identified target market. Entrepreneurial marketing enables businesses to achieve growth by building unique and lasting relationships with their customers, thereby, boosting competitiveness in the marketplace (Bjerke & Hultman, 2004; Yuleva, 2019). Marketer's ambition to grow the business will eventually determine the business model, competitive strategy and resource management. Businesses adopt several ways to grow, including increasing repeated business and creating a community of customers who are dedicated and loyal to the product (Utami & Susanto, 2020).

### **Opportunity Orientation**

Opportunity orientation is the tendency of a business to identify the right opportunity that determines success. As noted by Kilenthong et al. (2015) entrepreneurial marketers are known for proactively searching for new opportunities and reshaping their operations and business. According to Utami & Susanto (2020) entrepreneurial marketers should be able to see and have the willingness to be a pioneer in serving unfulfilled needs and capturing arising opportunities before their competitors. As such, innovation and creativity are

important processes that help businesses to be entrepreneurial. Opportunity orientation is proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging, and value creation. Otika et al. (2019) investigated entrepreneurial marketing practices and competitive advantage of small and medium size enterprises in Enugu State and found that opportunity focus has statistically significant relationship with competitive advantage. Olannye & Edward (2016) found entrepreneurial opportunity recognition as one of the indicators of entrepreneurial marketing that exhibits a significant positive effect on competitive advantage. Relating opportunity focus to performance, Manishimwe et al. (2022) found that opportunity focus dimension do not influence performance but Panama & Adeola (2020) found it to be significant.

### Total Customer Focus

Customers are the primary reason why any business exists. Total customer focus involves integrating customers into business operations and receiving recommendations from the customers on regular basis (Bharadwaj et al., 2012). Entrepreneurial marketing requires business

### **Value Creation through Networks**

Value creation describes the need to provide customers and stakeholders with something of value. Networking for business activities means that businesses join together with a common objective, working together and cooperation through sharing ideas, knowledge, resources and technology (Gyanwali & Bunchapattanasakda, 2019). Networks can help businesses to deliver superior quality products to their customers and create entrepreneurial capital and a competitive advantage over their competitors. The value a customer is provided with depends on his perception along with his willingness to purchase the product (Salman, 2012). Entrepreneurial marketers rely on networks to obtain information that can be used to identify untapped sources of customer value (Kilenthong et al., 2015). Value creation networking has been shown to be the most dominant dimension for startup companies in terms of its impact on entrepreneurial marketing behaviour (Utami & Susanto, 2020). It has also been found to have significant relationship with competitive advantage and performance (Otika et al., 2019; Panama & Adeola, 2020). However, in the study of Manishimwe et al. (2022) value creation did not influence performance.

### **Informal Market Analysis**

In entrepreneurial marketing, market analysis does not rely on a formal planning process. The use of informal marketing analysis is encouraged because SMEs operate in turbulent

and challenging environments. They monitor the marketplace through informal networks, rather than formalised market research (Stokes, 2000). Hence, Utami & Susanto (2020) posited that marketing decision under entrepreneurial marketing does not always depend on formal planning process because marketing strategy can be adjusted during implementation. Marketers have the tendency not to conduct formal market research since they believe that they gain intuitive understanding that is rich about the market through their constant contact with the customers. By taking into consideration customers' perception during the interaction, entrepreneurial marketer can gain valuable market information and identify appropriate market opportunity.

### **Closeness to the Market**

Closeness to the market means understanding the market, knowing when and how to take action. Entrepreneurial marketing have decision making strategy that is closely linked to the customer. Entrepreneurs decisions are based on feedback or information gained during direct interaction or face-to-face conversation with the customer. As noted by Utami & Susanto (2020) for scale-up business, the most dominant dimension is closeness to market.

### **Theoretical Review**

Theory and research related to entrepreneurial marketing Theory and research in entrepreneurial marketing have consistently progressed, fundamentally based on Hunt and

Morgan (1995, 1996, 1997) Resource-Advantage (R-A) Theory, which emphasizes the significance of resource management for value creation and competitive advantage. Hills and LaForge (1992) linked marketing and entrepreneurship in response to change, consistent with Collinson and Shaw (2001) emphasis on customer orientation and innovation. Morris et al. (2002) developed a seven-component entrepreneurial marketing framework encompassing dimensions of entrepreneurship, marketing, and resource allocation. Jones and Rowley (2009, 2011) introduced two key frameworks: EMICO and EMO. The EMICO framework breaks down entrepreneurial marketing into four key orientations: entrepreneurial, market, innovation, and customer/sales. They followed this with the EMO model (SME Entrepreneurial Marketing Orientation), which specifically addresses marketing approaches for small and medium enterprises. Chalhoub (2010) identified seven components focusing on innovation and adaptation, whereas Gundolf and Jaouen (2012) integrated perspectives on electronic marketing and social networking. Ray Chaudhury et al. (2014) delineated four components emphasizing opportunity, survival, value, and net-works. In an Indonesian study, Iqbal et al. (2023) identified three key components: entrepreneurial orientation, market orientation, and human capital. Human capital drives the first two components through entrepreneurs' knowledge, experience, and skills. In the Thai context, Kilenthong et al. (2016) found six N. CHOOSSET AND S. SUKHABOT important dimensions that show growth, opportunities, and customer

responsiveness. This suggests that entrepreneurial marketing elements are different depending on the context and environmental factors

### **Entrepreneurial orientation**

Entrepreneurs must combine rigorous data analysis with experiential judgment to make decisions that negotiate complex market dynamics (Chalhoub, 2010; Jones and Rowley 2011, 2012; Eggers et al. 2012; Gross et al. 2014; Renton et al. 2015; Kowalik and Pleśniak 2022); Hong et al. 2024). The notion of entrepreneurial orientation was introduced by Mintzberg (1973), who developed a model of entrepreneurial strategy-making centered on the pursuit of new opportunities. Miller (1983) identified three components: innovativeness, proactiveness, and risk-taking. Lumpkin and Dess (1996) extended this framework to include five components by incorporating competitive aggressiveness and autonomy. Anderson et al. (2015) later reconceptualized the framework into two components: entrepreneurial behavior and risk attitude. While Lomberg et al. (2017) confirmed the significance of the three original components through cross-national research, Yadav and Bansal (2020) concluded that the core components remain the original three. In the Thai context, Meekaewkunchorn et al. (2021) and Kilenthong et al. (2016) employed Miller's three-component concept, with only Yang and Aumeboonsuke (2022)

utilizing the five-component framework. Boonchoo et al. (2013) applied Covin and Slevin's three-component approach.

### **Market orientation**

Market orientation entails understanding customer needs, being responsive, and creating value. Chalhoub (2010) emphasized one-on-one communication and clearly defined systems. Jones and Rowley (2012) identified customer value understanding and delivery as the most important dimension, agreeing with Becherer et al. (2012), who discovered that value creation influences multiple business outcomes. Ho et al. (2022) added customer connection and reputation dimensions influencing cost advantage. Zaid (2022) discovered increased customer orientation importance during market turbulence, while Sahu and Panda (2024) confirmed the significance of customer focus and market drive even during the COVID-19 crisis. The market orientation concept originates from two seminal 1990 studies. Kohli and Jaworski (1990) presented a behavior- and process-focused approach comprising market intelligence generation, internal information dissemination, and response implementation. Conversely, Narver and Slater (1990) viewed it as organizational culture consisting of customer orientation, competitor orientation, and inter functional coordination. Entrepreneurial marketing research has widely applied both

concepts. Raju et al. (2011) **COGENT BUSINESS & MANAGEMENT** found positive relationships between market orientation (encompassing customer orientation, competitor orientation, inter functional coordination, and responsiveness) and performance. Additionally, Prifti and Alimehmeti (2017) discovered that information gathering and dissemination positively affect market response, which influences organizational innovation and performance. This shows that in studying entrepreneurial marketing you need these ideas. It include customer centered and been ahead of competitors.

### **Network capability**

Business networks serve as vital resources that facilitate collaboration and growth. Copley (2013) under-scored the significance of network formation and social engagement as essential instruments for problem-solving and knowledge enhancement. Gross et al. (2014) introduced the concept of network collective interpretation, which fosters a shared comprehension of marketing strategies. Gliga and Evers (2023) illustrated the progression of marketing capabilities through networking at three tiers: foundational (marketing communications, market research), intermediate (customer relationship management, product development), and advanced (market learning). Hong et al. (2024) additionally incorporated net-work utilization via digital platform collaboration. In the late 1990s, two prominent theoretical frameworks emerged: Gulati's (1999) "Network Resources" concept

and Dyer and Singh (1998) “Relational View” perspective. Subsequent advancements in this domain occurred when Walter et al. (2006) introduced an extensive framework comprising four essential dimensions: inter-organizational coordination, relational competencies, market and partner acumen, and internal communication. Shu et al. (2018) established a four-dimensional framework that Torres et al. (2024) utilized to analyze network capability through network orientation, network building, network maintenance, and network coordination. Dhamera et al. (2021) proposed three critical indicators for assessing network capability: marketing network size, collaboration networks, and inter-business group networks. The new concepts closely resemble Putnam (1994)’s social capital theory, which posits that cultivating relationships, trust, and reciprocal exchange is vital for organizational success. This elucidates the increasing significance of networking skills in the contemporary business landscape.

### **Digital literacy**

In the digital era, technological skills are a vital component. Chalhoub (2010) highlighted the significance of adopting modern technology. Amjad (2022) identified a deficiency in digital skills as a primary factor contributing to marketing failure among new entrepreneurs, especially regarding social media utilization, big data analytics, and machine learning for digital marketing. Hong et al. (2024) highlighted the importance of integrating trend

monitoring with innovation on digital platforms. Sahu and Panda (2024) highlighted the importance of digital skills for adaptation during the COVID-19 crisis. Researchers have examined digital skills from multiple viewpoints. Sariwulan et al. (2020) identified six components: access capability, management, integration, data analysis and evaluation, new knowledge creation, and communication with others. Jäckli and Meier (2020) identified four aspects: digital tool utilization, digital communication, data management, and digital collaboration. Civelek et al. (2023) examined four dimensions of challenges related to digital skills: proficiency with digital tools, management of data and information, communication and knowledge creation, and cybersecurity.

### **The Resource-Based View (RBV)**

Suggest that firms obtain advantage over competitors by by acquiring and managing valuable, scarce, inimitable, and non-substitutable (VRIN) resources.

### **Dynamic Capabilities Theory**

Dynamic Capabilities Theory emphasizes a firm's capacity to , build, and reconfigure both inner and outer work, and address rapidly changing environments. For SMEs, dynamic capabilities enable to configure and gain competitive advantage

### **Service-Dominant (S-D) Logic**

Service-Dominant Logic adhere the concentration from goods to services, emphasizing value creation between firms and customers. In entrepreneurial marketing, the goal is to encourages SMEs to engage customers in the value creation process, fostering strong relationships between them and enhancing SME development

here is an empirical literature review

### **Empirical literature**

KAMAU (2016) studied the influence of entrepreneurial marketing orientation on competitive advantage among mobile service providers in Kenya. The research aimed at determining the influence of entrepreneurial marketing (EM) on competitive advantage (CA) among mobile service providers (MSPs) in Kenya.

HANMAIKYUR (2016) studied the effect of entrepreneurial marketing practices on the performance of small and medium scale enterprises in Makurdi Metropolis of Benue State, Nigeria. HANMAIKYUR (2016)The study investigated the effect of Entrepreneurial Marketing practices on the performance of Small and Medium Enterprises (SMEs) in Makurdi Metropolis of Benue state, Nigeria. A cross-sectional survey design was put in place for the study. The unit of analysis was organizations while the owner/managers of SMEs were the respondents. Systematic, simple random and snowball sampling techniques

were employed to collect the needed data for the study. A sample size of 401 SMEs covering all sectors that exist in the study area was drawn from a population of 1101 SMEs. The study recommended among others that SMEs managers and operators should always employ appropriate marketing practices for their firms. They should also regularly and effectively evaluate the marketing practices employed to ensure they are positively impacting on their firm's performance.

Nwaizugbo & Anukam (2014) in their study, assessment of entrepreneurial marketing practices among small and medium scale enterprises in Imo State Nigeria: prospects and challenges. results.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter contains the research methodology applied to investigate the role of entrepreneurial marketing in the development of Small and Medium Enterprises (SMEs) in Edo State, Nigeria. It encompasses the research design, population and sampling techniques and data collection methods. The methodology is structured to providing a good framework for addressing the research goals.

#### **3.2 Research Design**

This study applies to a better research design; it provides more detail on how the dependent and independent variable been studied are related. Base on this it shows the connection and relatedness of entrepreneurial concept as customer intensity, value creation, innovation, pro-activeness and SME development in Edo state

#### **3.3 Area of the Study**

Data is collected using a well-structured questionnaire, divided into three sections:

Demographic information of respondents (e.g., age, gender, education level, business sector).

Entrepreneurial marketing practices (e.g., innovation, customer orientation, risk-taking).

Indicators of SME development (e.g., revenue growth, high sales, competitive advantage, market expansion, employment generation).

The questionnaire is drafted based on questionier to ensure first hand information in the research objectives.

### **3.4 Population of the Study**

The population of this study are small an medium scale enterprise with cooperative, in Edo state as at 2023 over 1,681 SME benefited from a funding initiative which signifies a range of SME in Edo state. I adopt the approach because it allows to gather a wide information for shorter time

### **3.5 Sample Size and Sampling Technique**

formula a population of 452 can be adequately represented by sample of( 210morgan and krejcie 1970). For the sampling techniques, a multi stage sampling tech was use, and a mixed method sampling techniques is also use.

### **3.6 Research Instruments**

Data collection involves the distribution of questionnaires to the selected sample of SME owners and managers. I will administer the questionnaires through online questioner, ensuring a high response rate, also clarifying any questions the respondents may have.

### **3.7 Method of Data Collection**

There are several methods of collecting data, The research is conducted in Edo State, located in the South-South geopolitical zone of Nigeria. This research collect data by distributing structured to SME owner/ manager in Edo state. This method is adopted because it allows access to tangible information to be gotten quickly at one time

### **3.8 Method of Data Analysis**

The analysis of the data collected was collected using a questionnaire distribution.

### **3.9. Measurement of variable**

All construct is measured by using 5 point likert scale ranging from 1= strongly disagree to 5= strongly agree. Item for measuring entrepreneurial marketing are adopted from Becherer et Al (2012)

## **CHAPTER FOUR**

### **METHODOLOGY**

From the above, the study uses descriptive research design with the aid of questionnaire method in obtaining the needed data. The choice of the questionnaire method is consistent with Hair, Money, and Samuel & Pages '(2007) . The population of the study will be owners/managers of small and medium-sized enterprise in Edo state. According to businesslist.con.ng (2017), the registered entrepreneurs in Edo state is over 1,000. The sample size was determined using Taro Yamane (1994), and the sample size was 105 business owners/managers in Edo state

The study European Journal of Business and Innovation Research Vol.7, No.3, pp.1-30, May 2019 Published by European Centre for Research Training and Development UK (www.eajournals.org) 16 Print ISSN: 2053-4019(Print), Online ISSN: 2053-4027 (Online) employed quota sampling and the aim was to ensure that respondents from the various demographic characteristics were involved in the sample. Descriptive Statistics was used to analyze the bio-data of the respondents and questionnaire response while multiple regressions analyzes was used to test the hypotheses using SPSS version 20.0. **RESULTS Table, 1 AND FINDING**

	No distributed	No. return	%. Return	No not return	% Not return
Respondent	150	105	70%	45	30.3%
Total	150	105	70%	45	30.3%

As shown in Table 1, questionnaire distribution demonstrates an approximately 70% response rate. The researcher was able to gather 105 out of the 150 distributed to the various family businesses within Edo state.

## **Data Analysis**

### **Analysis Demographic Questions**

In order for more clarity of this study, the researcher found it important to find out the general information of the respondents. The general information of the respondents included gender, age, marital status, education qualifications and year in business.

**TABLE 2: Demographic Characteristics of Respondents**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid percent</b>	<b>Cumulative percent</b>
Gender.	Male	74	71.2	71.2	71.2
	Female	30	28.8	28.8	100
Total		104	100	100	100
Age.	20-30.	62	59	59	59
	30-40.	36	34.3	34.3	93.3
	50 and above.	7	6.7	6.7	100
	Total	105	100	100	100.0
Marital status.	Single	57	54.3	54.3	54.3
	Married	47	44.8	44.8	99.0
	Divorce	1	1.0	1.0	100.0
	Total	105	100	100	100.0
Education qualifications	WAEC.	23.1	23.1	23.1	23.1
	First Degree	63.5	63.5	63.5	86.6
	Master degree.	9.7	8.7	8.7	95.3
	PhD.	1.2	1.2	1.2	96.5
	Total.	97	100	100	96.5
Year in business	Less than 1yr	24		20.2	20.2
	1-5 yrs	66		60.6	80.8
	5-10 yrs	9		13.5	94.3
	10 above	5		5.81	100.1
	Total	104		100	

The gender of the respondents was studied in order to ascertain the pattern of distribution of the respondents according to their gender. From the demographic study, it is shows that male participants, are more than their female counterparts. As many as 74(71.2%) who participated in the study were males. While the female participants were 30 representing

(28.8%). The age of the respondents, evidenced that the participants are mature enough to give reasonable information to the research questions. The result shows that, 62 of the respondents are in the bracket of 20-30 years, representing (59%). 36 respondents are between the ages of 30-40years representing (34.3%). And 7 between the ages of 50 years and above representing (6.7%). From the table 2 above it indicates that 57(54.3%) of the respondents are single, while 47(44.8%) are married. 1 of the respondents representing (1.0%) are a divorcee. From the findings, the majority of the respondents had academic qualifications, that commensurate with their job position implying that the family businesses are led and managed by professionals. The result shows that 23, 63, 9, and 1 are holders of WEAC, First Degree, Masters Degree and Ph.D. qualification respectively. Representing (23.1%), (63.5%), (9.7%), (1.2%) respectively.

#### Analysis of Research Questions

**Table: 3. The relationship between proactiveness, opportunity focus and competitive advantage of small and medium-sized enterprise in Edo state?**

S/N	Questioner Item	Strongly agree		Agree		Neutral		Strongly disagree		Disagree		Total
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
1	I am great at turning problem in my company into opportunity	35	33.3	56	53.3	13	12.4	1	1	0	0	105
2	I excel at identifying opportunity for my company	50	47.6	43	41.0	10	9.5	2	1	0	0	105
3	When it comes to company I am more action oriented than reaction	49	47.1	34	32.7	18	17.3	3	1	0	0	104
4	I am good at identifying and pursuing opportunity for my company	43	44.3	36	37.1	14	14.4	2	1	2	1	97
5	My management approach look beyond current customer and market to search for more opportunities for my company	44	42.9	43	43.9	10	10.2	0	0	3	1.5	98
6	I would categorized My company as a benefactor of opportunity driven growth	45	46.4	43	44.3	5	3.1	3	2	1	1	97

identifying opportunity for my company, 50(47.6%) and 43(41.0%) respondents agreed on the assertion while 2(1%) and 0(0%) did not but 10(9.5%) respondents were neutral. Again when it comes to company I am more action oriented than reaction was agreed by 49(47.1%) and 34(32.7%) respondents. 3(1%) and 0(0%) did not support the assertion while 18(17.3%) respondents were neutral. The statement am good at identifying opportunity for my company were agreed by 43(44.3%) and 36(37.1%) respondents respectively but 14(14.4%) were neutral but 2(1%) and 2(1%) did not agree with that. The statement my management approach look beyond current customer and market to search for more opportunities for my company were agreed by 44(42.9) and 43(43.9) respectively, 10(10.2) are neutral while 0(0%) and 3(1.5) do not agree. The statement statement I would categorized My company as a benefactor of opportunity driven growth were agreed by 45(46.4) and 43(44.3) respectively while 5(3.1%) are neutral but 3(2%) and 1(1%) disagreed.

**Table: 7 The relationship between customer intensity, risk taking and competitive advantage of small and medium-sized enterprise in Enugu state? S/N Questionnaire**

S/N	Question Item	Strongly Agree		Agree		Undecided		Strongly disagree		Disagree		Total
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
1	My business would rather take risk to pursue an opportunity than miss it	35	33.3	58	55.2	10	9.5	2	1	0	0	105
2	My company gains positively from calculated risk	50	47.6	39	37.1	14	13.3	1	1	1	1	105
3	My management sees risk as a gamble worth taking	38	36.5	43	41.3	20	19.2	2	2	1	1	104
4	My company pursue new opportunity despite the risk involve	39	37.1	48	45.7	16	15.2	1	1	1	1	105

Table 7. Depicts that respondents 35(33.3%) and 58(55.2%) respectively agreed on the statement my business would rather take risk to pursue an opportunity than miss it but 2(1%) and 0(0%) did not support the assertion but 10(9.5%) were neutral. My company gains positively from calculated risk 50(47.6%) and 39(37.1) respondents supported the statement while 1(1%) and 1(1%%) respondents did not agree with the statement, 14(13.3)

we're neutral. Again, the statement my management sees risk as a gamble worth taking was supported by 38(36.5%) and 43(41.3%) respondents agreed with the assertion but 2(2%) and 1(1%) did not support the assertion while 20(19.2%) respondents were indifferent. The assertions my company pursue new opportunity despite the risk involve was supported by 39(37.1%) and 48(45.7%) respondents but 1(1%) and 1(1%) did not agree with the assertion while 16(15.2%) respondents were neutral.

**Table: 8 The relationship between resource leveraging and competitive advantage of small and medium-sized enterprise in EDO STATE?**

S/N	Question Item		Strongly agree		Agree		Undecided		Strongly disagree		Disagree		Total
			Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
			34	32.7	65	62.5	3	2.9	2	1.9	0	0	104
			47	45.2	47	45.2	8	7.7	0	0	2	1.9	104
			43	41.0	44	41.9	16	15.2	0	0	2	1.9	105

greater innovation compare to our competitors													
We create an atmosphere that encouraged creativity and innovation			46	43.8	44	41.9	12	11.4	1	1	2	1.9	105
Customer satisfaction focus has little or no effect on my company			38	39.6	35	36.5	12	12.5	1	1	10	10.4	96
My company gains positively from customer satisfaction			50	51	37	37.8	8	8.2	2	2	1	1	98

Table 5 shows how respondents agreed on the statement my company use innovation for effective work done 34(32.7%) and 65(62.5%) agreed, 2(1.9%) and 0(0%) respondents did not agree while 3(2.9%) respondents were undecided. Furthermore, 47(45.2%) and 47(45.2%) respondents supported this statement been innovative is a development to my

company while 0(0) and 2(1.9%) did not agree with the assertion, 8(7.7%) were neutral. Furthermore, 43(41.0%) and 44(41.9%) respondents agreed that we tend to demonstrate greater innovation compare to our competitors while 0(0%) and 2(1.9%) did not agree with the assertion, meanwhile, 16(15.2%) neither agree nor disagree. The statement we create an atmosphere that encourage creativity and innovation was supported by 46(43.8%) and 44(41.9%) respondents while 1(1%) and 2(1.9%) respondents did not support the assertion, meanwhile, 12(.11.4%) respondents were undecided

**Table: 6 The relationship between value creation and competitive advantage of small and medium-sized enterprise in Nigeria**

S/N	Question Item	Strongly Agreed	Agree	Undecided	Strongly disagree	Disagree	Total
	Freq. %	Freq. %	Freq. %	Freq. %	Freq. %	Freq. %	
1	My company gains positively from exchange of favour or leveraging	36. 34.3	61 58.1	7. 6.7	0. 0	1 1	105
2	We use creative approach to make things happen	47 44.8	49 46.7	8 7.6	1 1	0 0	105

3	My management is pessimistic in overcoming obstacles	49 47.1	39 37.5	11 10.6	3 2.9	2 1.9	104
4	My company pricing structure is designed to reflect value created to customers	44 44.9	47 48	6 6.1	0 0	1 1	98
5	Creating value for customers is our priority	46 47.4	34 35.1	14 14.4	1 1	2 2.1	97

Table 6. shows the response of the respondents on the questions asked them. 36(34.3%) and 61(58.1%) of respondents agreed with the statement My company gains positively for exchange of favour or leveraging but 0(0%) and 1(1%) did not support the assertion while 7(6.7%) respondents were undecided. The statement we use creative approach to make things happen was supported by 47(44.8%) and 49(46.7) respondents while 1(1%) and 0(0%) respondents did not support it and 8(7.6) were not sure of the answer to give. 49(47.1%) and 39(37.5%) respondents agreed, and 3(2.9%) and 2(1.9%) respondents did

not agree while 11(10.6%) were indecisive on the statement that my management is pessimistic in overcoming obstacles Furthermore, 44(44.9%) and 47(48.0%) respondents agreed with the statement that my company pricing structure is designed to reflect value created to customers but 0(0%) and 1(1%) respondents did not agree while 6(6.1%) respondents were undecided. Lastly 46(47.4%) and 34(35.1) agreed with the statement creating value for customers is our priority but 1(1%) and 2(2.1%) did not agree while 14(14.4%) were undecided.

**TABLE: 7. Descriptive Statistics**

	<b>N</b>	<b>Mean</b>	<b>Standard deviation</b>
<b>Pro-activeness /opportunity focus</b>	105	2.933	6.150
<b>Pro-activeness/opportunity focus</b>	105	3.04	6.077
<b>Pro-activeness/opportunity focus</b>	104	4.240	5.423
<b>Pro-activeness/opportunity focus</b>	97	4.196	4.613
<b>Pro-activeness /opportunity focus</b>	98	4.337	5.442
<b>Customer intensity/risk taking</b>	97	4.320	5.494
<b>Customer intensity/ risk taking</b>	105	4.77	6.000
<b>Customer intensity/ risk taking</b>	105	4.51	5.690
<b>Customer intensity/risk taking</b>	104	4.27	5.278
<b>Resources leveraging</b>	105	4.38	5.559
<b>Resources leveraging</b>	104	4.200	5.511
<b>Resources leveraging</b>	104	4.317	5.94
<b>Resource leveraging</b>	105	4.2	5.552
<b>Resource leveraging</b>	105	4.28	5.949
<b>Value creation</b>	96	3.938	4.78
<b>Value creation</b>	98	4.357	6.120
<b>Value creation</b>	105	4.248	6.361
<b>Value creation</b>	105	4.352	6.07
<b>Value creation</b>	104	4.25	5.787
	98	4.357	5.919
	97	5.175	5.109
<b>Valid</b>			

The statistics shows that all of the variables have it's mean above 2 which show positive response and agreement with the dimensions of the research model. All of the items have standard deviations, above one which is an indication of variation in the opinions of the respondents.

## **DISCUSSION**

The findings revealed that proactiveness has significant relationship with SME development in Edo state. This is to the findings of Lumpkin and Dess (1996) which state that proactiveness shows a strong positive relationship with competitive advantage. This implies that Entrepreneurial proactiveness is a significant factor to create an edge and gains development among SME in Edo state

Furthermore, the result of the regression analysis revealed that opportunity focused has statistically significant relationship with SME development.

findings which stated that opportunities support market positions, as sources of sustainable profit potential. In order to identify new opportunities, firms are constantly on the lookout for new market needs or to create new fits between supply and demand (Ardichvili et al, 2003).

The result of regression analysis shows that risk-taking has significant relationship with SME development. The study does support the findings of Gomper (2010) which state that risk-taking is essential element in entrepreneurial marketing believing that entrepreneurs who demonstrate market timing skills are more likely to outperform industry peers.

The analysis shows that innovativeness has statistical significance relationship with SME development in Edo state. The finding is supported by the views of Stokes (2000) that entrepreneurial marketing concept is focused on innovations and the development of new ideas in that reflect an intuitive understanding of market needs, and it can create a substantial competitive advantage for firms that proactively search for innovative options for their customers (Becherer et al, 2006).

Customer Intensity in my study was found to be statistically significant to competitive advantage.the finding did support the assertion of Spence and Essoussi (2010) which confirmed that entrepreneurs need to be aware that their public image may reflect consumers' perceptions of their firm rather, it however, tend not to agree that extreme customer orientations might inhibit the breakthrough innovations that create markets and disrupt equilibrium since these radical changes are out in front of customers (Deshpande, Farley & Webster, 1993).

The current study revealed that resource leveraging has statistical significant relationship with SME development. This result is supportive to the study of (Hamel 2000; Prahalad & Hamel, 1990) which found that access to resources increases innovation and risk-taking while resource constraints stifle entrepreneurial efforts.

This study revealed that value creation has a significant relationship with SME development. This finding is supported by the assertion of (Miller & Floricel, 2004) which state that value creation is an essential condition for exchange to occur, successful firms emphasize the value creation activities best suited to their strategic intent within their competitive niche. Furthermore, (Becherer, Finch, & Helms, 2006) believe that Entrepreneurs achieve better results when they find new ways to create or discover value

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS5.**

Introduction This chapter presents the summary of findings, conclusion, and recommendations derived from the study entrepreneurial marketing and SME development in Edo state. It provides a concise overview of the key results obtained from data analysis, draws meaningful conclusions based on the study's objectives, and offers practical recommendations to improve (SMEs) development across Nigeria.

5.2 Summary shows how entrepreneurial marketing practices influence SMEs development among SMEs in Edo state About 105 questionnaires were distributed to SME owners, managers, and employees across various business sectors. Findings shows that most SMEs in Nigeria actively engage in entrepreneurial marketing. Many respondents agreed that innovativeness, value creation, risk taking, opportunity focus, are crucial for SMEs development in Edo state. From this study Respondents strongly agreed that opportunity driven is crucial in entrepreneurial marketing for SME development, it gives access to windfall opportunity in the industry. It is important to note that SMEs can also utilize social media advertising alongside entrepreneurial marketing for entrepreneurial development and gains competitive edge. It is also important to note that entrepreneurial marketing did not just end in sales but it produce value, customer centric, and been

proactive to be ahead in the industry. However, applying entrepreneurial marketing in combination to social media marketing is crucial for today Smes development in Edo state.

## **CONCLUSIONS**

The objective of this study is to assess the application of entrepreneurial marketing practices (proactiveness, calculated risk-taking, innovativeness, opportunity focus, resource leveraging, costumer intensity, and value creation) and their resultant effects on the competitive advantage of small and medium size enterprises in Edo state. Several literatures were reviewed and entrepreneurial marketing dimensions according to Morris et al (2002) were adopted. Multiple regression analysis was used to test the relationship of independent and dependent variables. The outcome of the analysis shows that entrepreneurial marketing is appropriate for small and medium size enterprises in Edo state to compete favorably among their rivals. Moreover, proactiveness, risk- taking, value creation, opportunity focus, innotiveness, customer intensity and resource leveraging have significant relationship with competitive advantage, we therefore, conclude that entrepreneurs should focus less on them to avoid wasted effort. We therefore conclude that SMEs can use entrepreneurial marketing dimensions to develop their competitive advantage to create value and retain customers. SMEs should focus more on being innovative because it will help them to compete favorably.

### **5.5 Suggestion for Further Studies**

Future research can compare adoption of social media marketing in combination to entrepreneurial marketing in present day SMEs development. We recommend that entrepreneurial marketing should apply all entrepreneurial dimensions for SMEs development in Edo state and to gain competitive advantage. Use of market research should be applied as entrepreneur to gain competitive edge

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