Journal of Research Administration
Society of Research Administrators International

ENTREPRENEURIAL MARKETING STRATEGIES AND PERFORMANCE OF SMALL AND MEDIUM SCALE ENTERPRISES IN ONDO STATE, NIGERIA

Taiwo Ibitomi
Department of Business Administration, University of Ilesa, Ilesa, Osun State, Nigeria
Email: taiwo-ibitomi@unilesa.edu.ng, Orcid: https//orcid.org/0000-0002-8396-597X

Durotimi Amos Dada
Department of Business Administration, Achievers University, Owo, Ondo State
Email: durodada@achievers.edu.ng, Orcid: https//orcid.org/0009-0001-64734500

Morohunmubo Olayinka Akirinlola
Department of Business Administration, University of Ilesa, Ilesa, Osun State, Nigeria
Email: mubo_akinrinlola@unilesa.edu.ng, Orcid: 0009-0002-2008-5654

Charles Ayodeji Ojo
Department of Business Administration, Achievers University, Owo, Ondo State, Nigeria
Email: charlestou40@gmail.com

Abstract

Marketing strategies like other business strategies are identified by Resource Based theory as unique resources which cannot be copied and which gives the business competitive advantage. However, Small and Medium Enteprises (SMEs) are constrained by resources and therefore find it difficult to adopt sophisticated marketing strategies. As a result, they rely on innovative, cost efficient and marketing strategies that utilizes networks called Entrepreneurship Marketing strategies (EMs). However, the link between EMs and SMEs performance in Ondo State has not been adequately studied. Consequently this study investigated entrepreneurship marketing strategies and SMEs performance in Ondo Stat, Nigeria. The specific objectives of the study were to determine the effects of product innovation marketing strategy, digital marketing strategy and relationship marketing strategy on SMEs performance in Ondo State, Nigeria. Survey research design was utilized in the study. The population of the study comprised all the 158,350 registered SMEs in Ondo State (SMEDAN, 2024). Data were collected through a structured questionnaire from 399 SMEs (owners / managers). The sample size was determined through Taro Yamane formula while stratified sampling technique was adopted. Data collected was analyzed through multiple regression analysis. Results revealed that product innovation marketing strategy, digital marketing strategy and relationship marketing strategy have significant positive effects on SMEs performance though with different magnitudes. Based on the findings, the study concluded that entrepreneurship marketing strategies improved the performance of SMEs in Ondo State, Nigeria. The study recommended among others that SMEs entrepreneurs / owners in Ondo State, Nigeria should increase the level of adoption of product innovation, digital marketing strategies and relationship marketing strategies for optimal performance in the sector.

Keywords: Customer satisfaction, Digital marketing strategy, Entrepreneurship marketing, Market share, Product innovation strategy.

1. INTRODUCTION

The term Entrepreneurial Marketing Strategies (EMS) comprises of three terms namely entrepreneurship, marketing and strategy. Strategy is a plan action that gives a firm competitive advantage or that helps a firm to achieve success in the market. Njau and Kaugu (2024) defines EMS as marketing practices that are innovative and creative that are in line with changes in the business environment and competition. Entrepreneurship Marketing (EM) are the marketing activities adopted by firms that have limited resources and a such depend on innovative and less sophisticated marketing strategies that utilizes personal network. Williamson (2020) describes EMS as modern marketing strategies that include digital, relationship marketing, one-to-one marketing, expeditionary marketing, product placement, product innovation, among others which Small And Medium Enterprises (SMEs) use in this modern time to promote their products and achieve success through the use of internet, social media, network, affiliation, mobile app, among others.

Arshi (2023) argued that EMs helps SMEs to adapt quickly in the market, to meet customers, to increase market share and to utilize resources efficiently. SMEs play significant role in the economic growth and development of a nation. It contributes to employment, utilization of local resources, development of indigenous entrepreneurship, Gross Domestic Product, among others (Akhamiokhor & Adanikin, 2017). This significant roles has attracted a lot of studies targeted towards searching for strategies that can assist in improving the performance of the sector.

SMEs face also of challenges that affect their performance which include inadequate finance to carry out product innovation and to adopt sophisticated marketing strategies adopted by large firms. Also, most of them find it difficult to find and retain due to poor relationship with customers. Also, issues such as inability to handle customers complaint, poor feedback, impolite with customers, low adoption of digital tools reduce the capacity of SMEs to build and maintain strong relationship that can assist in promoting their products.

Marketing strategies have been acknowledged as an important a factor that affect the performance of all types of business including SMEs. However, SMEs find it difficult to adopt traditional marketing strategies due to inadequate financial resources. As a result of this problem, innovative, cost effective and marketing strategies that depend on network are being adopted by entrepreneurs. However, the extent to which the entrepreneurial marketing strategies affect the performance of SMEs in Nigeria and specifically Ondo State is not clear. This is due to the dearth of studies that capture entrepreneurial marketing strategies. Most of the related studies in Nigeria focused on the link between traditional marketing strategies (product, pricing, promotion and place). Studies such as (Ogunode, Olatunde, Samuel & Oloyede, 2020; Olatunde, 2021; Idolor & Omehe, 2022) studied entrepreneurial marketing strategies and SMEs performance, a part from Idolor and Omehe (2022), most of the study failed to capture digital marketing and relationship marketing strategies. It is against this backdrop that this study investigates EMS and SMEs performance in Ondo State.

The study specific objectives are to:

i. ascertain the extent to which product innovation marketing strategy affect the performance of SMEs in Ondo State;

ii. analyze to the extent to which digital marketing strategy affect the performance of SMEs in Ondo State; and

iii. establish to the extent to which relational marketing strategy affect the performance of SMEs in Ondo State.

Research questions and hypotheses were stated in line with the study objectives. This study is significant because it will be beneficial to entrepreneurs/ managers of SMEs in Ondo State, policy makers, and the economy in general. The study will assist managers in adopting marketing strategies that will improve SMEs performance in Ondo State. The findings of the study can be used by policy makers in making policy that will encourage the adoption of entrepreneurial marketing strategies among SMEs. Also, the study is beneficial to the economy as a whole because it will increase the contribution of SMEs to economic growth.

In terms of the scope of the study, the entrepreneurial marketing strategies being captured include product innovation, digital marketing and relational marketing. The dimension of performance the study concentrates on include operational efficiency, customer satisfaction and customer patronage. The sector being studied is SMEs which include small and medium enterprises. The study captures registered SMEs operating in the manufacturing, service and trade industries in the eighteen local government of Ondo State, a state located in South West geopolitical zone in Nigeria.

2. LITERATURE REVIEW

2.1. Conceptual Review

The term entrepreneurial marketing strategies has been defined by different scholars. Collin and Shaw (2023) stated that the term EMS was derived from to terms namely marketing and entrepreneurship. It is term that combines market orientation and entrepreneurial orientation. Njau and Kaugu (2014) defines EMS as marketing practices that are innovative and creative that are in line with changes in the business environment and competition. Entrepreneurial marketing strategies refer to innovative and unconventional approaches that entrepreneurs use to promote their products or services, often with limited resources and a strong focus on agility.

Morris (2022) view EM as the marketing activities that adopted by firms that have limited resources and a such depend on innovative and less sophisticated marketing strategies that utilizes personal network. Similarly, Fatoki (2019) opines that EM is refers to innovative marketing strategies employed by small firms having limited resources. In addition, Strokes (2020) describes EMs as innovative marketing strategies employed by entrepreneurs which is different from the conventional marketing strategies identified in marketing textbooks.

Digital Marketing

Digital Marketing involves the use of digital tools such as telephone, email, website, social media, search engines, among others to promote and sell products to target customers (Chaffey & Ellis-Chadwick, 2019).

Relationship Marketing

Relationship management has been defined by various scholars. Lovelock (2005) defined RM as an business effort that involves cultivating and nurturing long-term, cost efficient and mutually beneficial relationship between businesses and customers. The benefit of this kind of marketing according Zeithaml and Bitner (2023) high customer retention. In RM, businesses attract, interact, acquire and retain profitable customers (Chakiso, 2015). In addition, Rouse, SHaio and Aberle (2019) argued that RM promote free word-of-mouth promotion among businesses.

Product Innovation Strategy

This involves introducing new or better product into the market. It involves introducing products that are different from rival firms (Nagle & Muller, 2018). Delivering new and unique products into the market increases customer satisfaction, enhances customer retention or re-purchase and helps the business to acquire new customers due to positive word of mouth (Hanaysha, 2022).

Performance is the extent to which an organization achieves its goals and objectives. Daft (2019) defines performance as the capacity of an organization to realize its goals through effective and efficient use of resources. Performance has been broadly divided into two namely financial and non-financial performance (Lebans & Euske, 2016). Financial performance are measured in monetary terms and include profitability measures, liquidity measures, leverage measures and market indicators. Non-financial performance on the other hand are not measured in monetary terms and include customer satisfaction, employee satisfaction, corporate social responsibility, market share, among others. In this study, SMEs performance is measured through customer satisfaction and market share.

Small and Medium Enterprises (SMEs)

The is no general definition of SMEs. This is because the definition varies from country to country and even among regulatory institutions within the country. Moreover, many parameters have been used to classify SMEs. The most common parameters include number of employment, assets and turnover. However, many scholars prefer the use of number of employees due to the fact the assets and turnover depends on the currency of each current and because they are affected by inflation. However, in this study, the adoption of SMEs put forward by Small and Medium Enterprises Development Agency of Nigeria (SMEDAN). The definition is presented in Table 1.

Table 1: Classification of SMEs in Nigeria

Category of SMEs	Number of Employees	Asset (N million) (a part from land and buildings)
Small enterprises	10-49	5 – less than 50
Medium enterprises	50-199	50- less than 500

2.2. Theoretical Review

Resource Based Theory

Resource Based theory was developed by Jay Barney in 1991. The theory assumes that businesses can derive competitive advantage from the resources they have. The theory groups business resources into three namely tangible, intangible resources and capabilities. Tangible include physical resources, financial, technology, among others. Intangible resources on the other hand include policies, strategies, reputation among other. This kind of resources according to Barney, Caroline and David (2012) are difficult to copy or imitate. Capabilities include skills and expertise that are utilized in order to convert resources into products.

Resource based theory is relevant to the present study because entrepreneurial marketing strategies are unique intangible assets that give SMEs completive advantage (SMEs performance).

Customer Bonding theory was propounded by Warren, Mason and Fibenachi in 2005. The main idea of the theory is that in businesses must go beyond the use of transactional marketing techniques to relationship marketing approach, especially in this modern business era characterized by high competition in order to achieve and sustain its competitive advantage. The theory identifies that relationship marketing helps the business to long and valuable relationships with customer. This kind of relationship is based on the notion that the cost of acquiring new customers is higher than the cost of retaining the existing one. Also, close bond with customers helps the business to sustain customer retention, loyal customers and positive word of mouth.

This theory is relevant to the current study because it shows that SMEs can improve competitive advantage (business performance) through relationship marketing.

The theory of innovation was developed by Lazonick. The main idea of the theory is that innovation increases the capability of businesses to produce high quality products at low cost (Lazonick, 2022). This gives the business competitive advantage. This theory is relevant to the present study because it connects product innovation marketing to SMEs performance.

3.3. Empirical Review

Idolor and Omehe (2022) investigated entrepreneurial marketing strategies on SMEs performance in Delta State, The specific objectives of the study were to examine relationship, expeditionary, one-to-one, real time, viral marketing and digital marketing strategies on SMEs performance. Survey and Quasi -experimental designs were adopted. The population of the study consisted of all the 1,524 registered SMEs in Delta State. Data was collected through a structured questionnaire from 150 SMEs. The data collected was analyzed through descriptive analysis and Pearson Product Moment Correlation.

Olatunde (2021) studied the effect of entrepreneurial marketing on the performance of SMEs in Ogen State. The study utilized survey research design. The population of the study was 2425 SMEs. Data was collected from 446 SMEs through a structured questionnaire. Linear regression technique was used to analyze data. Results showed that EM had significant positive effect on SMEs in Ogun State.

Ogunode, Olatunde, Samuel and Oloyede (2020). Investigated the influence of entrepreneurship marketing on the growth of SMEs in Delta State. The specific objectives of the study were to determine the extent to which the growth of SMEs is being influenced by innovativeness, pro-activeness, opportunity-driven, risk taking. Descriptive survey research design was utilized in the study. The population of the study comprised of 345 registered SMEs. Data was collected through a structured questionnaire from 120 SMEs. Findings showed that innovativeness, pro-activeness, opportunity-driven, risk taking had significant positive effects on the growth of SMEs in Delta State.

Kimathi (2020) studied the extent to which entrepreneurial marketing influenced the performance of MSMEs in Kenya. The specific objectives of the study were to determine the effect of digital marketing, relationship marketing, pricing strategy and product/service innovation on the performance of MSMEs in Kenya. Descriptive survey design was utilized in the study. The population of the study comprised 8,526 licensed MSMEs in Kenya. Data was collected from 368 MSME through a structured questionnaire. Stratified sampling technique was utilized. Regression analysis was used to analyze data. Results revealed that all the four variables of entrepreneurship marketing affected the performance of MSMEs in Kenya positively.

2.4. Conceptual Framework

The link between entrepreneurship marketing (Independent variable) and SMEs performance (Dependent variable) is described in Figure 1 below:

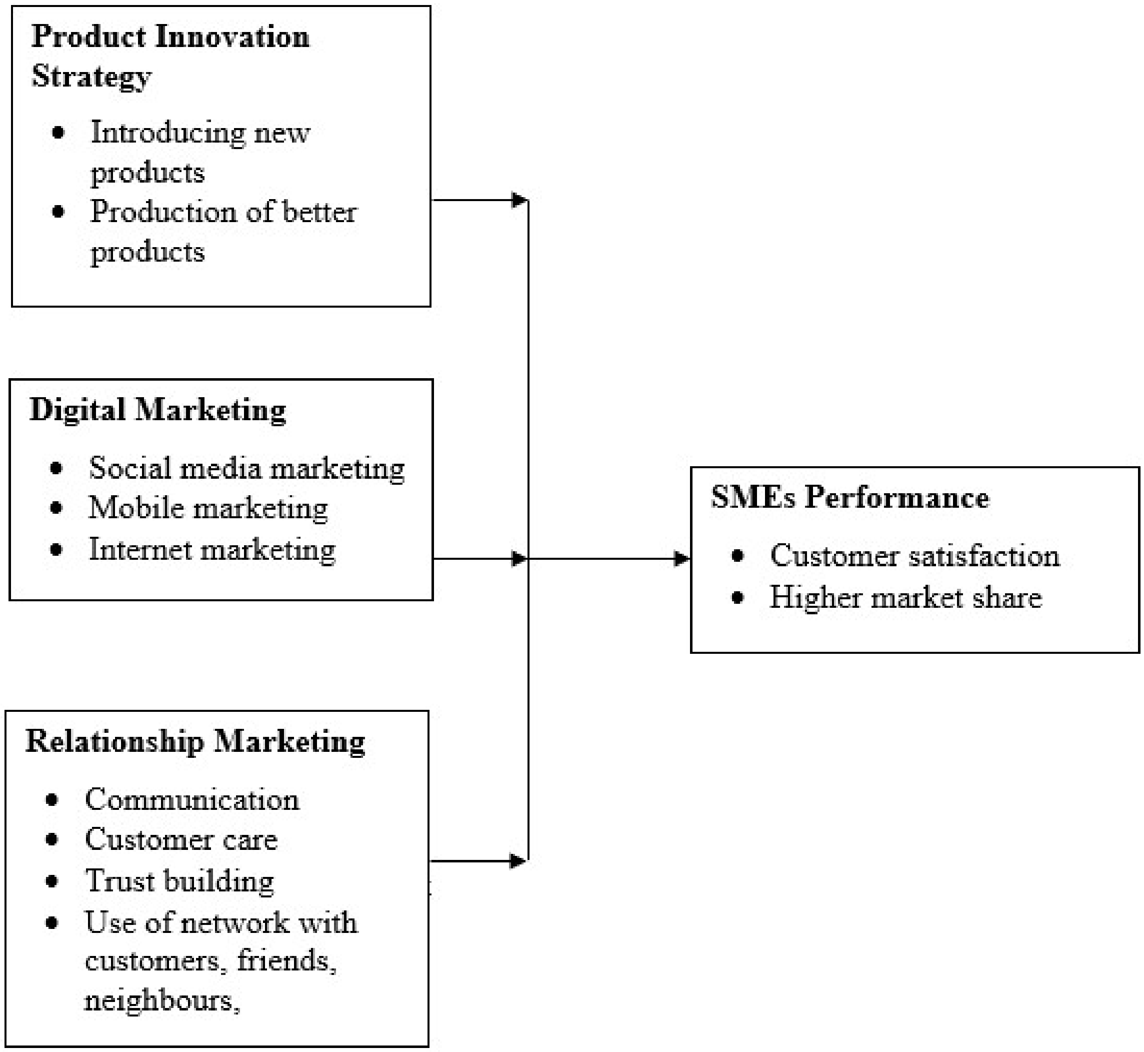

Figure 1

3. METHODOLOGY

Survey research design was adopted in this study. The reasons for adopting this design is because the study relied on data collected from respondents (owners/ managers of SMEs) in order to study the relationship between entrepreneurial marketing and SMEs performance in Ondo State. Another reason for the adoption of Survey research design is because data was collected from a sample because the population of the study is large. This study took place in 2024 in Ondo State, one of the six states in South West geo-political zones in Nigeria. This study adopted probability sampling design. This was to ensure that the selection of sampling units (Sample) was determined by chance and not influenced by the researcher.

The population of the study was made of study consisted one hundred and fifty-eight thousand, three hundred and fifty (158,350) registered SMEs in the eighteen (18) local governments areas of Ondo State (SMEDAN, 2024). The population of the study can be broken into eight strata namely manufacturing, agriculture, services, retail, IT, construction, tourism and hospitality and healthcare. The respondents of this study are owners or managers of SMEs. One respondents is selected from each SMEs. This could be the owner or manager depending on availability.

The sample size of this study is (399). This was determined through Taro Yamane formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= sample size,

N= Population size,

e= level of significance (0.05)

$$n = \frac{158{,}350}{1 + 158{,}350(0.05)^2}$$

$$n = \frac{158{,}350}{1 + 158{,}350(0.0025)}$$

n = 399

Stratified sampling technique was adopted in this study. Stratified sampling technique was adopted because the population (SMEs) was made of different sectors (manufacturing, agriculture, services, retail, IT, construction, tourism and hospitality and healthcare) and the technique allows the different sectors to be represented in the study. Primary source of data collection was utilized in this study. This involves collecting data directly form the field of study. Primary source was used because it is more reliable than secondary data. The instrument used for collection of data was questionnaire. This permitted the collection of quantitative and cheap data as compared to interview. The questionnaire used is a structured questionnaire containing two parts. Part A consists of the bio-data of respondents while the items in part B are questions related to the objectives of the study. Each item in Part B is followed by 5-point Likert responses namely Strongly Agreed (5), Agreed (4), Undecided (3), Disagreed (2) and Strongly Disagreed (1). The questionnaire was validated by the supervisors. This was to ensure that the questionnaire measures accurately entrepreneurial marketing strategies and SMEs performance. Moreover, the reliability test was conducted. This helped to ensure that the questionnaire consistently measure the dependent and independent variables of the study**.** Cronbach Alpa was used to measure the reliability of the questionnaire. The value 0.82 of Cronbach Alpa revealed that the instrument was reliable.

The model of Kimathi (2024) was adapted in this study. The model expressed SMEs performance as a function of digital marketing, relationship marketing, pricing marketing and product innovation. In the present study, SMEs performance was determined by product innovation marketing strategy, digital marketing strategy, and, relationship marketing.

The functional form of the model is specified as follows:

SMEP = f (ENTMS) (1)

SMEP = f (PIMS, DEMS, RMS) (2)

Where:

SMEP = SMEs Performance

The linear form of the model is stated as

This captures the impact of human resources capital development on employee performance.

$$SMEP = \propto + \beta_1 \text{ PIMS} + \beta 2 \text{ DEMS} + \beta 3 \text{ RMS} + e \quad (3)$$

Where:

PIMS = Product Innovation Marketing Strategies

DEMS = Digital Marketing Strategies

RMS = Relationship Marketing Strategies

Where:

$\propto$ = Constant

$\beta_1, \beta_2,$ and $\beta_3$are regression parameters to be estimated. e = Error term

The research questions were answered through multiple regression analysis. Ordinary Least Squares (OLS) regression method of estimating relationship was used to estimate the regression parameters. The t-test obtained from the regression output was used to test hypotheses. The decision rule is that the null hypothesis is rejected if the t-statistic is greater than critical value otherwise it is not rejected. Alternatively, if the p-value is less than 0.05, the null hypothesis is rejected, otherwise it is not rejected.

The overall significance of the estimated model was determined through The F-test and R-Squared. The decision rule is that if the p-value of F-statistic is less than 0.05, there is enough evidence that the model has overall significance. Moreover, if the R-Square is 0.5 or more, it shows that the predictive power of the model is high.

4. RESULTS

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.634	.634	.32604
a. Predictors: (Constant), Product Innovation Strategy, Digital Marketing Strategy, Relationship Marketing Strategy				

Source: SPSS output, Version 25

The R-Squared of model is 0.634. This reveals that 63.4 percent variation in SMEs performance was explained by product marketing innovation, digital marketing, and relationship marketing while the 36.6 percent variation in unexplained variation explained by other determinants of SMEs performance omitted from the model.

Table 3: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	594.923	3	198.308	1865.467	.000[b]
	Residual	41.778	393	.106		
	Total	636.700	396			
a. Dependent Variable: SMEs Performance						
b. Predictors: (Constant), Product Innovation Strategy, Digital Marketing Strategy, Relationship Marketing Strategy						

Source: SPSS output, Version 25

The F-statistic of the model is 1865.467. The probability (0.00) is less than 0.00 indicating that the estimate is significant at 5%. This indicates that the joint effect of product innovation marketing strategy, digital marketing and relationship marketing on SMEs performance is significant.

Table 4: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.332	.060		-5.530	.000
	Product Innovation Marketing strategy	.158	.038	.157	4.158	.013
	Digital Marketing Strategy	.345	.041	.339	8.415	.000
	Relationship Marketing Strategy	.592	.028	.582	21.143	.000
a. Dependent Variable: Employee productivity						

Source: SPSS output, Version 25

Analysis and Interpretation of Data

The standardized beta coefficient of product innovation is (0.157). The coefficient indicates that the effect of product innovation marketing strategy on SMEs performance is positive. Also, the standardized beta coefficient of digital marketing (0.339) has a positive sign, indicating that digital marketing has significant effect on SMEs performance. Moreover relationship marketing strategy has positive effect on SMEs performance indicated by standardized beta coefficient (0.582).

Testing of Hypothesis

Hypothesis 1: Product innovation strategy has no significant effect on SMEs performance in Ondo State.

The t-statistic of product innovation strategy is (4.258). This statistic is greater than crtitical value (1.96). Alternatively, the p-value (0.013) is less than 0.05. These provided sufficient evidence to reject hypothesis one which states that product innovation strategy has no significant effect on SMEs performance in Ondo State.

Hypothesis 2: Digital marketing strategy has no significant effect on SMEs performance in Ondo State.

The t-statistic of Digital marketing strategy (8.415) is greater than critical value (1.96). This shows that the digital marketing has significant effect on SMEs performance. Similarly, the p-value (0.000) is less than 0.05, indicating that digital coefficient is significant at 5%. This led to the rejection of hypothesis two which states that digital marketing strategy has no significant effect on SMEs performance in Ondo State.

Hypothesis 3: Relationship marketing strategy has no significant effect on SMEs performance in Ondo State.

The t-statistic of relationship marketing strategy (21.143) is greater than critical value (1.96). This means that the effect of relationship marketing strategy is significant at 5 percent. This is also shown by the p-value (0.000) which is less than 0.05. This provided sufficient evidence to reject hypothesis three which states that relationship marketing strategy has no significant effect on SMEs performance in Ondo State.

5. DISCUSSION

This study has shown that product innovation strategy has significant effect on SMEs performance in Ondo State. This means that the introduction of new and better products in the market by SMEs increases customer satisfaction and market share of SMEs in Ondo State. This is attributed to increase in word of mouth by customer due to product innovation.

Also, it was also revealed in this study that digital marketing improves SMEs performance in Ondo State. This shows that the use of digital tools such as mobile phone, email, website, search engine and social media for promoting their product increases customer satisfaction and market share of SMEs in Ondo State.

It was also revealed in this study that relationship marketing strategy has significant positive effect on SMEs performance in Ondo State. This shows that building and maintaining strong relationship with customers by SMEs performance through effective communication with customers improved customer satisfaction improved customer satisfaction. The findings of this study are in line with the study of Kimathi (2020) which shows that entrepreneurship marketing strategy improved SMEs performance in Kenya. The findings are also supported by Resource Based theory which states that intangible assets such as marketing strategies employed by businesses enhances their competitive advantage.

6. CONCLUSION AND RECOMMENDATIONS

The extent to which entrepreneurship marketing strategies affected the performance of SMEs in Ondo State was examined in this study. Specifically, the study studied the effect of product innovation marketing strategy, digital marketing strategy and relationship marketing strategy on SMEs performance in Ondo State. Regression output shows that product innovation marketing strategy, digital marketing strategy and relationship marketing strategy all have significant positive effects on SMEs performance in Ondo State. Based on findings, the study concludes that entrepreneurship marketing strategies improved the performance of SMEs in Ondo State.

The study used real life data to test Resource Based theory among SMEs in Ondo State. Moreover, the study contributed to existing empirical studies on entrepreneurship marketing strategy and

SMEs performance by examining the effect of entrepreneurship marketing on SMEs performance in Ondo State. This study has implication for the owners and managers of SMEs in Ondo State. It shows entrepreneurs and managers that by employing entrepreneurial marketing strategies, they can significantly improve business performance, especially customer satisfaction and market share.

Based on the conclusion of the study, the following recommendations were made;

i. More improvement is required in terms of product innovation strategy as such will drive more growth, competitiveness and sustainability among SMEs in Ondo State.

ii. Identification of more digital marketing strategy that can improves SMEs performance should be explore in Ondo State as such will promote and increase market share and customer satisfaction.

iii. Increase the building and maintaining of strong relationship with customers through SMEs performance as such will enhance effective communication with customers and solve customers' complaint with ease.

REFERENCES

[1] Arshi, T.A. (2023). Can entrepreneurial marketing compensate for late market entry? A moderated mediation analysis. *Heliyon, 9,* 1-13.

[2] Barney, J. B., cCroline, T., David, F. (2012). Is the Resource-Based "View" a useful perspective for strategic management research? Yes. *Academy of Management Review*, *26*(1), 41-56.

[3] Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing. Pearson UK.

[4] Chakiso, C. B. (2015). The effect of relationship marketing on customers' loyalty (Evidence from Zemen Bank). *Emerging Markets Journal*, *5*(2), 58-70.

[5] Daft, R. L. (2019). *Organization theory and design* (11th ed). USA: South-Western College Publishing.

[6] Fatoki, O. (2019). Entrepreneurial marketing and performance of small and medium enterprises in South Africa. *Journal of Reviews on Global Economics, 8*(5), 1429- 1437.

[7] Hanaysha, D. L.(2018). Consumer and object experience in the internet of things: An assemblage theory approach. *Journal of Consumer Research, 44*(6), 1178-1204

[8] Idolor, E. J., & Omehe, R. (2022). Entrepreneurial marketing strategies and non-financial performance of selected small and medium sized enterprises in Nigeria. *African Journal of Entrepreneurship and Innovation, 3*(8).

[9] Jat, G., (2016). Identification of factors influencing the performance of small medium enterprises (SMEs). *Procedia-Social and Behavioral Sciences*, 3(7), 115, 415-423.

[10] Kimathi, D. K. (2020). Effect of entrepreneurial marketing on the performance of micro, small and medium enterprises in Kenya. *African Journal of Emerging Issues, 3* (8).

[11] Lazonick, W. (2022). The Innovative Enterprises Solves the Agency Problem: *The Theory of the Economic Performance, 7*(3), pp 323-332

[12] Lebans, M. &Euske, K. (2006). A conceptual and operational delineation of performance. Business Performance Measurement. Cambridge University Press

[13] Loverlock, K. (2005). *Marketing management services (translation) index*. Shakhan Publishers.

[14] Morris, M. (2002). Entrepreneurial Marketing: A construct for integrating emerging entrepreneurship and marketing perspectives. *Journal of Marketing Theory and Practice*, 10 (4), 1-19.

[15] Njau, J. N., & Karugu, W. (2024). Influence of e-marketing on the performance of small and medium enterprises in Kenya: Survey of small and medium enterprises in the manufacturing industry in Kenya. *International Journal of Business & Law Research, 2*(1), 62-70.

[16] Ogunode, P., Olatunde, A., Samuel, N. & Oloyede, A. (2020). Entrepreneurship marketing and performance of SMEs in Delta State. *International Journal of Small Business and Entrepreneurship Research,.8* (1), pp.39-52

[17] Olatunde, D. (2021). Entrepreneurship marketing and performance of SMEs in Ogun State, Nigeria. *International Journal of Advances in Engineering and Management, 3*(9), pp 1807 -1812

[18] Stokes, D. (2020). Putting entrepreneurship into marketing: The processes of entrepreneurial marketing. *Journal of Research in Marketing & Entrepreneurship: 2 (1) 1 - 16*

[19] Taiwo, A. S. (2022). Strategic marketing strategies on the performance of firms in Nigerian Oil and Gas Industry. *Journal of Emerging Trends in Economics and Management Sciences, 1*(1), 23-36.

[20] Williamson, W. (2020). *Traditional vs contemporary marketing strategies.* Retrieved from https://blog.jdrgroup.co.uk/digital-prosperity-blog/traditional-vs-contemporary-marketing-strategies?hs_amp=true

[21] Zeithaml, V. A. & Bitner, M. J. (2023). *Service marketing: Integrating customer focus across the firm (3rd Ed.)*. Tata McGraw-Hill.