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DECONSTRUCTING ENTREPRENEURIAL MARKETING DIMENSIONS IN SMALL AND MEDIUM-SIZED ENTERPRISES IN NIGERIA: A LITERATURE ANALYSIS

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ABSTRACT

In Nigeria, many small and medium enterprises (SMEs) go moribund despite the efforts of government and other supportive agents. There is a dearth of entrepreneurial marketing (EM) models that address the problem of short-term survival of SMEs faced by owners or managers. This paper aims at evaluating extant literature and models on EM to propose a new and comprehensive model for research. In this pursuit, a background literature review on EM was conducted in several peer-reviewed journals to identify the evolution of EM and the milestones and the dimensions of EM and their significance in existing models in relation to the performance and survival of businesses. Nine key dimensions were identified, namely: innovativeness, proactiveness, calculated risk-taking, resource leveraging, customer intensity, value creation, market sensing, alliance formation and teamwork. Based on these dimensions, a new and exhaustive model of EM is proposed. This paper concludes that applying these EM dimensions to SMEs would significantly propagate success in an innovative and sustainable way.

Keywords: *entrepreneurial marketing dimensions; entrepreneurial marketing; small and medium enterprises; integrative model; EO; entrepreneurial orientation; MO; market orientation; MDO; market driving orientation; IO; intra-team orientation; literature analysis; Nigeria.*

INTRODUCTION

Small and medium enterprises (SMEs) are consistently under increasing pressure to survive in a changing competitive environment by finding new and better ways of creating value other than the traditional ways (e.g., better product or lower price). Policy makers in Nigeria are cognisant that SMEs are important as the major economic drivers (e.g., SMEs add about 45% to the Nigerian GDP and account for over 50% of the innovations observed in business and technology developments) and leading creators of employment (e.g., they account for about 70% of industrial employment) (Carter and Tamayo, 2017; Effiom and Edet, 2018; Eniola, 2014; Kesinro et al., 2016). The high death rate of SMEs and failure to address this challenge in a conclusive manner is a critical issue in the SME sector in Nigeria. Gwadabe and Amirah (2017) lament that 85% of businesses in Nigeria do not live beyond their fifth birthday despite efforts made by the Nigerian government and other supportive agents. The low percentage that survives beyond the fifth-year collapses between the sixth and tenth years of existence, thus leaving about

5–10% alive (Gwadabe and Amirah, 2017). Ganyaupfu (2013) concurs that the phenomenon of the high death rate of SMEs is not unique to Nigeria, as it is also evident in many developing countries such as South Africa and Malawi. This underscores the need for entrepreneurial SMEs to have a long-term perspective that often entails intermediate failures. As such, capacity to endure fatal business failure is imperative. According to Nieman and Nieuwenhuizen (2014, p.24), an entrepreneurial SME

- thrives on innovation
- pursues growth
- Focuses on strategic objectives (e.g., market target, market development, market position) as a way to survive.

It is noteworthy that only enterprises who are entrepreneurial, rather than traditional, in how they do business, are likely to survive the volatile, uncertain, complex and ambiguous (VUCA) business context in developing countries (Roldan, 2015; Kesinro et al., 2016). Persistent changes in technology, intense competition and fragmented markets have increased the risk and VUCA experienced by SMEs in creating a consistent need to re-strategize marketing activities (Olannye and Eromafuru, 2016). Consequently, some SMEs in Nigeria have been forced to shut down due to these changes in the marketplace. As many SMEs fail in Nigeria, it is possible that owners/managers are becoming alert to the significance of being entrepreneurial and oriented towards good marketing, though they may not know the formal vocabulary and concepts. The failure of marketers to be sufficiently innovative and entrepreneurial in their thinking and decision-making is noted as a weakness (e.g., they devote limited time to entrepreneurial issues of identification and pursuit of opportunity). Additionally, marketers are criticized for predominantly promoting formula-based thinking (e.g., 7 Ps of marketing), but also, tending to imitate instead of innovate (Kangasmäki, 2014). As a result of lack of entrepreneurial focus in marketing, there is a compelling need for marketing, especially of SMEs, to grow through entrepreneurship.

Although the concept of entrepreneurial marketing (EM) is slightly over three decades old, Olannye and Eromafuru (2016, p.138) assert that this phenomenon has not gained much attention in Nigeria. A nascent stream of research on EM in Nigeria has focused on the impact of dimensions of EM on performance of SMEs from the viewpoint of staff and customers (Olannye and Eromafuru, 2016). There is no study that has explored dimensions of EM from the viewpoint of owners/managers. This is a lacuna mindful of the high death rates of SMEs and the compelling need for this type of enterprise to survive for longer periods in Nigeria.

Given the above assertion of entrepreneurial marketing (EM), an entrepreneurial paradigm of marketing is necessary, especially because both marketing and entrepreneurship privilege the notion of value creation, which entails a combination of various resources to meet the needs of stakeholders. Many scholars in developing and developed countries have been calling for further development and validation of the EM construct (Fiore et al., 2013; Taghipourian and Gharib, 2015; Ahmadi and O'Cass, 2016; Olannye and Eromafuru, 2016), as this is viewed as the key driver for SME survival. While this call is timely and enthralling, one should not ignore the fact that the extant body of

knowledge on EM remains fragmented, despite growing academic interest and the potential usefulness of this concept as a predictor of business survival in many developing countries.

The aim of this paper is to propose a new and comprehensive model of EM that can enhance the long-term survival of SMEs in developing countries, especially in Nigeria. This proposed model has the potential to inform SME stakeholders, especially SME owners in Nigeria and developing countries, to focus on developing competencies and build the necessary capacity to survive in a VUCA market. The paper also adds a new EM model to the existing body of knowledge, consequently stimulating and contributing to the direction of further empirical research in developing countries.

As a starting point, the paper discusses aspects of EM, before focusing on the methodology used in this literature analysis. Subsequently, findings are presented to reflect on the state of SMEs in Nigeria, the evolution of EM and its milestones to date, and the dimensions and their significance in extant models of EM. Drawing from these findings, the paper progresses to propose a new and exhaustive model of EM with its dimensions. Future research directions and the limitations of the paper are also presented.

ASPECTS OF ENTREPRENEURIAL MARKETING

The concept of entrepreneurial marketing (EM) is complex and elusive to many scholars. However, before digesting its aspects, it is important to look at some definitions. Whalen et al. (2016) define EM “as a combination of innovative, proactive, and risk-taking activities that create, communicate, and deliver value to and by customers, entrepreneurs, marketers, their partners, and society at large”. On the other hand, Hacıoglu et al. (2012) define EM “as a process with an entrepreneurial spirit (marketing by founder entrepreneur)”. Since there is no generally accepted definition, the current study agrees with the above definitions to assert that EM is “an unconventional attitude of business practitioners which embraces innovation, proactiveness and risk-taking to identify, anticipate, but also satisfy profitably, the needs of customers and/or organisations. This definition takes cognisance of competitive advantage in the marketplace as one of the several outcomes of EM”.

In the absence of a coherent philosophy, diverse scholarly interest from many disciplines (e.g., entrepreneurship, marketing, economics, sociology, psychology), exacerbated by a fragmented body of knowledge, it is prudent to bring together key strands that inform EM (Ionita, 2012; Nwaizugbo and Anukam, 2014). In this endeavour, five key aspects of EM are highlighted, each of which is discussed below.

Unconventional and Proactive Approaches to Innovative Customer Value Creation

Firstly, unconventional and proactive approaches to customer value creation are a key aspect of EM. This contrasts with the conventional, reactive, adaptive approach to current market situations and incremental innovation that embraces careful planning processes, formal research that ensures the selection of target markets and consonance of marketing mix with the competitive position of products within the marketplace (Nwaizugbo and Anukam, 2014). A marketing approach is less entrepreneurial without calculated risk and proactiveness and leads customers with dynamic innovation. The notion that marketing activities are somehow meant for large firms is myopic and ignores the unconventional, proactive and innovative aspects of EM (Resnick et al., 2016). Entrepreneurs in small enterprises rely on creative and often unsophisticated tactics and personal networks for marketing. Notably, the aspects in the definition of EM by Morris et

al. (2002) are not unique to a particular size or age of business, as entrepreneurs in large businesses may also be visionary they and deal with emergent marketing issues in a non-linear fashion.

Degree of the Emergent and Opportunistic Nature of EM

Secondly, there is the notion that EM is a much more unconventional and unorganised practice, relying on the intuition and energy of a person to make things happen. Thomas et al. (2013, p.240) assert that EM “tends to be a more intuitive and situational approach to marketing....developed from emergent or haphazard approaches to planning”, and this view alienates large organisations, which prefer organised practice (Vantilborgh et al., 2015). Also viewing it in this way, Diane (2009) posits that EM appears to be suited for small organisations, while conventional marketing, which is more organised, appears to work best in large, established organisations.

However, there is no one-size-fits-all for EM, because intuitive and situation-specific approaches to emergent and opportunistic circumstances may not only lead to innovative marketing approaches, but also to new and different ways for using resources and delivering value. Notably, SMEs face opportunities which large firms do not, and, as such, they may benefit from EM which considers the particularities of the SME context. The key question is the degree to which conventional, unorganised, but also emergent aspects, are embraced in EM processes to create, communicate and deliver value.

Assumptions of Envisioned Customer Needs and Emerging, Turbulent and Fragmented Markets as Drivers of Value Creation

Thirdly, assumptions regarding customer needs and the nature of the market are valuable in understanding EM (Morris et al., 2002, p.6). Concerning customer needs, it is pivotal that EM hinges on assumptions of unarticulated and envisioned needs. This is different from conventional marketing, which focuses on established customer needs expressed through formal survey research. In EM, the envisioned and unarticulated customer needs are often identified through lead users. In short, practitioners of EM and conventional marketing start from opposite assumptions about customer needs. Scholars need to be cautious of the differences in assumptions upheld in EM and conventional marketing regarding the nature of the market. In EM, the market is envisioned rather than pre-existing. Also, the market is construed as emerging and fragmented. In a nutshell, this underscores how EM seeks to ‘create’ new value in a highly turbulent, emerging and fragmented markets, while conventional marketing ‘coordinates’ marketing mix to serve established customer needs in an established, relatively stable market.

Entrepreneurial Opportunity-Driven and Opportunity-Seeking Ways of Thinking and Acting

Fourthly, EM embraces marketing as a process that a firm uses to act entrepreneurially (e.g., innovativeness, calculated risk-taking and proactiveness) in order to create value. Being opportunity-driven entails a focus on the exploration of unnoticed market position within and outside current markets (Thomas et al., 2013, p.240). With this in mind, Thomas et al. (2013, p.241) describe EM as “an opportunity-driven and opportunity-seeking way of thinking and acting” In this sense, it is not simply the opportunity-driven and opportunity-seeking aspects that manifest in the thinking and behaviour, but a set of entrepreneurial activities (e.g., defining business concepts, assessing and acquiring necessary resources, managing and harvesting the business).

Individual-Level and Organisation-Level Focus of EM

Lastly, Hills and Hultman (2011, p.3) define EM as “a complex process as well as an orientation for how entrepreneurs behave in the marketplace” (e.g., intensity and motivation rather than dispassionate analytical process, passionate pursuit of opportunity, launching and growing businesses that create perceived customer value through relationships by employing innovativeness, creativity, market immersion, networking, and flexibility). This view focuses on the social and personal approach of the individual as an entrepreneurial marketer in how he or she identifies and pursues opportunity, and creates value by bringing together a unique package of resources (Diane, 2009, p.392). Here, EM is seen at the individual level.

Alternatively, EM is also conceived at the organisational level. Kraus et al. (2010, p.26) define EM “as an organisational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organisation and its stakeholders, and that is characterised by innovativeness, risk-taking, proactiveness, and may be performed without resources currently controlled”. Thus, entrepreneurship and marketing permeates all areas and levels of an organisation. In this way, EM has a role at the organisational level (e.g., in product development, supply chain management, customer relationship management), but also at the functional level (e.g., processes which link a firm to customers, creating intra- and inter-organisational partnerships). Table 1 presents diverse and nuanced key aspects of the philosophy of EM drawn from different scholars, for example, Hills et al. (2008), Morris et al. (2002), Olannye and Eromafuru (2016) and Thomas et al. (2013).

Table 1: Aspects of entrepreneurial marketing

| | <i>Entrepreneurial marketing phenomenon</i> |
|--|--|
| Basic premise | Entrepreneurial (e.g., proactive behaviour, calculated risk-taking, innovation) opportunity-seeking and creation of value as driver of sustainable competitive advantage in the market |
| | Unconventional aspects of marketing |
| Orientation | Centrality of passion, zeal, persistence and creativity in value creation |
| | Do more with less |
| Value creation approach | Vigilance in continuous exploration for novel sources of customer value |
| Entrepreneurial marketer's role | Proactive searcher of superior understanding of market and customers; passionate and creative networking in finding and exploiting unmet needs; promoter of rapid learning from market experiments |
| Commitment to seize opportunities | Proactively identifying unnoticed market positions (unarticulated) within or outside current market rather than focusing on established customers in existing market (articulated). |
| | Seizing opportunity by leading customers with continuous innovation |
| Opportunity recognition skills | Intuition, experience, immersion rather than formal market research |
| Resource management | Leveraging, creative use of the resources of others, less constrained by budgets and resources currently controlled |
| Ontology of customer needs | Unarticulated, discovered through social interaction with lead user in emerging, fragmented and turbulent market |

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|-----------------------------|---|
| | Customer is co-active producer and participant in marketing decisions |
| Risk perspective | Calculated risk-taking, emphasis on finding novel ways in the marketing value chain to mitigate, stage or share risks |
| | Comfort with ambiguity and managing risks through innovation |
| Management structure | Resilient, flexible and adaptable |

Source: Author

METHODOLOGY

This paper acknowledged the critical reviews and positions of the literature with respect to the practices and models of EM in the context of developed and developing countries in several journal articles and research work. In this regard, peer-reviewed journal articles and other research work between 2002–2012 and after 2012, to date, were analysed (see Table 2). Firstly, this helped to identify the milestones and their contribution to the evolution of EM between 1982 to date. Secondly, the principle of “mutually exclusive and collectively exhaustive” (MECE) was used to examine the existing dimensions and their respective significance in models of EM, especially in relation to the performance and survival of businesses, particularly the SMEs. Focusing on the shortfalls identified of the existing EM dimensions, and derived from the MECE principle, a new model of EM is proposed.

Table 2: Summary of Dimensions Identified from Existing EM Models

| <i>EM dimensions</i> | <i>Sources</i> |
|---|---|
| Entrepreneurship, resources, actors and processes | Bjerke and Hultman (2002) |
| Proactiveness, risk-taking, innovativeness, opportunity-focus, resource leveraging, customer intensity and value creation | Morris et al. (2002), Kocak (2004), Schmid (2012), Hamali et al. (2016) |
| Research and development, speed to market, risk-taking, proactiveness, proactively exploiting markets, market intelligence generation, responsiveness toward competitors, integration of business processes, networks and relationships, knowledge infrastructure, propensity to innovate, responsiveness toward customers, communication with customers, understanding and delivering customer value and promotion and sales | Jones and Rowley (2009, 2011) |
| Proactive marketing activities, opportunity recognition, use of networks to leverage resources, customer relationships, and co-creation of customer value | Jones et al. (2013) |
| Opportunity vigilance, value creation, consumer-centric innovation, and risk management | Fiore et al. (2013) |
| Growth orientation, opportunity orientation, total customer focus, value creation through networks, informal market analysis and closeness to the market | Kilenthong et al. (2015) |

FINDINGS

Evolution of Entrepreneurial Marketing and Major Milestones

Entrepreneurial marketing has been evolving since 1982 after a conference at the University of Illinois, Chicago, organised by the American Marketing Association (AMA) and the International Council for Small Business (ICSB), which are the largest

academic and professional associations in this field (Hills et al., 2010). However, the journey of EM has continued, resulting in significant progress and a variety of scholarly publications, empirical tests, summits and academic conferences. These reflect its legitimacy and a growing community of scholars of EM. Some of the milestones recorded since the inception of EM are chronologically depicted below (Table 3).

Table 3: Milestones Recorded by Entrepreneurial Marketing

| <i>Year</i> | <i>Milestones</i> | <i>Contributions</i> |
|-------------|--|---|
| 1982 | The first research conference on marketing and entrepreneurship was held at the University of Illinois, Chicago, USA (Hills) | Entrepreneurial marketing concept was initiated |
| 1985 | The first empirical research of the Marketing Entrepreneurship Interface (MEI) in frontiers of entrepreneurship research started (Hills) | Empirical research of Marketing Entrepreneurship Interface (MEI) and documented research started |
| 1986 | The first symposium on entrepreneurship and marketing was organised by the University of Illinois, Chicago/ AMA (Hills) | Provided researchers with a venue to share research ideas regarding EM |
| 1986 | "Missing the boat and sinking the boat: a conceptual model of entrepreneurial risk", published in Journal of Marketing (Dickinson, and Giglierano) | Introduction of the first Journal of Marketing article that was directly focused on entrepreneurship |
| 1987 | "Relationship between entrepreneurship and marketing in established firms" by Morris and Paul, published in Journal of Business Venturing | The empirical research moved entrepreneurial marketing into a higher academic level. It was accepted by Journal of Business Venturing |
| 1989-1991 | American Marketing Association Task Force was created in 1989 (called Special Interest Group) and in 1991 for the Marketing Entrepreneurship Interface (MEI), a conference for EM | These events added legitimacy for the entrepreneurial marketing studies |
| 1995 | Carson, Cromie, McGowan and Hill introduced the first textbook titled Marketing and Entrepreneurship in SMEs: An Innovative Approach | The textbook helps to establish the content and structure of the entrepreneurial marketing courses |
| 1995 | The first Academy of Marketing symposium was held in the U.K. (Carson and McAuley). "Market orientation and learning organization" was published in Journal of Marketing (Slater and Narver) | These two achievements motivated scholars to look at the similarities between marketing and entrepreneurship |
| 1999 | Creation of the Journal of Research in Marketing and Entrepreneurship (JRME) (Day, Reynolds, Carson and Hills) | Journal of Research in Marketing and Entrepreneurship (JRME) increased the acceptance of EM scholarship and research, |
| 2000 | "Theory and Practice on the Marketing Entrepreneurship Interface (MEI)" was published in Journal of Marketing Theory and Practice (Miles) | providing additional credibility of scholarly publications for scholars of EM |
| 2001 | First MBA in EM course was published by Lodish, Morgan and Kallianpur | The book enhanced the legitimacy of EM because of Wharton Business School's reputation |

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| 2002 | "Entrepreneurial marketing: the growth of small firms in the new economic era" published by Bjerke and Hultman | Development of four EM pillars and provision of extra guidance on context and content of EM |
| 2002 | "Entrepreneurial marketing: a construct for integrating an emerging entrepreneurship and marketing perspective" by Morris, Schindehutte and LaForge | Proposed seven dimensions of EM and increased the credibility and visibility of EM |
| 2003 | First conference on marketing, entrepreneurship and innovation interface was held in Germania-Karlsruhe | Entrepreneurial marketing was moved outside the Anglo-American area |
| 2004 | Publication of "Entrepreneurial Marketing" by Buskirk and Lavik | EM textbook was considered very essential in the mainstream of the U.S. market |
| 2005 | Introduction of International Journal of Technology Marketing (IJTM) | International Journal of Technology Marketing (IJTM) was another academic journal introduced at Marketing Entrepreneurship Interface (MEI) which stressed the importance of technological innovation in positioning the entrepreneurship attitudes in the marketplace |
| 2006 | 20th UIC Research Symposium on Marketing and Entrepreneurship was held | The symposium, for over 20 years, has remained a tool for encouraging high quality scholarly research |
| 2006 | "Networking in SMEs: evaluating its contribution to marketing activity" (Gilmore, Carson and Rocks) | Increases the relationship between EM and SME's performance in marketing |
| 2007 | Marketing that works: how EM can add sustainable value to any sized company, (Lodish, Morgan and Archambeau) | Provides marketing structure, tactics, tools and strategies for marketers in all kinds of business startups |
| 2008 | Journal of Small Business Management on EM: A Special Issue | Re-establishment of the importance of EM in International Council for Small Business |
| 2009-2011 | Development of EMICO framework and published in Journal of Research in Marketing and Entrepreneurship (Jones and Rowley) | The framework is made up of 15 EM dimensions based on firms' level of entrepreneurial orientation (EO), innovation orientation (IO), market orientation (MO), and customer orientation (CO) |
| 2010 | Special issue of International Journal of Entrepreneurship and Innovation Management on the EM role | It enriched the EM literature |
| 2010 | Charleston Summit, South Carolina, USA, on the past and future of the Marketing Entrepreneurship Interface (MEI) | Re-defined Marketing Entrepreneurship Interface (MEI) and offered a conceptual framework for future research |
| 2010 | "Entrepreneurial marketing: acknowledging the entrepreneur and customer-centric interrelationship" published in Journal of Strategic Marketing (Morrish, Miles and Deacon) | The study identified dimensions of EM and establish customer-centric relationships |
| 2011 | Entrepreneurial and SME marketing published in Journal of Research in Marketing and Entrepreneurship (Gilmore) | Three EM dimensions were proposed and tested |
| 2012 | Reijonen, Pardanyi, Hirvonen and Laukkanen (Entrepreneurial marketing orientation (EMO): An | Entrepreneurial marketing orientation (EMO) constructs of Jones and Rowley were |

| | | |
|------|---|---|
| | empirical test), the 41st European Marketing Academy Conference | empirically tested |
| 2012 | Shaw published Entrepreneurial Marketing | EM evidence in firms was established along with its impact in promoting business growth |
| 2013 | "Entrepreneurial marketing: a comparative study", published in Service Industries Journal, (Jones, Suoranta and Rowley) | Five EM dimensions were proposed |
| 2015 | "An empirical investigation of entrepreneurial marketing dimensions", published in Journal of International Marketing Strategy, (Kilenthong, Hills and Hultman) | Six EM dimensions were developed and tested |
| 2016 | "Entrepreneurial marketing: a historical exploration and implications for practice", (Ramos) | EM mix dimensions were proposed |
| 2018 | Global Research Symposium on Marketing and Entrepreneurship, Boston (MA), Babson College, Boston Campus, USA | Theme: Macro-marketing/Entrepreneurship Interface: EM in Changing Environments |

Source: Adapted from Ionita (2012)

THE STATE OF SMEs IN NIGERIA

The number of SMEs in Nigeria and their impact on the economy is comparable to some developed and developing countries (Eniola and Ektebang, 2014). In this regard, the SME sector has played a very significant role in the development of the economy, mostly in the manufacturing sectors. Eniola and Ektebang (2014) submit that investigations carried out by the Federal Office of Statistics revealed that 97% of businesses in Nigeria are SMEs, and they hire fewer than 100 employees. They provide over 90% of employment opportunities in the manufacturing sector and about 70% of the aggregate employment per annum in Nigeria. Additionally, SMEs serve as a bedrock for entrepreneurial skills development, employment generation, distribution of income, wealth creation, and sustainable economic development. In Nigeria, SMEs are cited as the originality and creativity of entrepreneurs in their utilisation of the abundant resources for achieving economic growth (Ebiringa, 2012).

Although the role of SMEs in the Nigerian economy has been underestimated as they face challenges, such as the limited involvement of some owners/managers that prevents their becoming fully entrepreneurial in the way they conduct their business activities. This has resulted in a large number of business failures in the country (Gwadabe and Amirah, 2017). In contrast, some entrepreneurs in SMEs are striving to discover the factors that may improve the promotion and sustainability of their businesses. These efforts have continued to help them survive the volatile, uncertain, complex and ambiguous (VUCA) business environment.

DIMENSIONS OF EM AND THEIR SIGNIFICANCE IN EXISTING MODELS OF EM

Bjerke and Hultman (2002), Fiore et al. (2013), Jones and Rowley (2009, 2011), Jones et al. (2013), Kilenthong et al. (2015), Morris et al. (2002) and other researchers have developed models of EM that are instructive to deconstruct and re-operationalize this phenomenon in a study. Despite the variety of efforts to develop an EM model, it is clear that there is generally no accepted model yet. In particular, previously used models and studies conducted in Nigeria have not fully explained, and ultimately developed an EM

model that can sustain the survival of SMEs. With this in mind, the paper critically reviews the EM models of (1) Bjerke and Hultman (2002), (2) Fiore et al. (2013), (3) Jones and Rowley (2009, 2011), (4) Jones et al. (2013), (5) Kilenthong et al. (2015), (6) Morris et al. (2002); and two other business models of (7) Neneh (2011) and (8) Wörgötter (2011). These are chosen for discussion because they combine entrepreneurial and marketing aspects in an interesting way or point to a unique, significant and relevant aspect that is helpful to gain a collectively exhaustive understanding of EM.

Notably, Bjerke and Hultman's (2002) EM model was built on four dimensions: entrepreneurship, resources, actors and processes. To them, entrepreneurship is why and how opportunities can be realised and be implemented in customer value creation; while resources, actors and processes are those valuables necessary to create customer value. Here, the claim is made by Bjerke and Hultman (2002) that the four constructs focused on entrepreneurial behaviour are not valid, because important and relevant aspects such as innovation and proactiveness are excluded.

In a different vein, a model of EM by Morris et al. (2002) comprises seven core dimensions: proactiveness, risk-taking, innovativeness and opportunity-focus, arising from the EO literature, while customer intensity and value creation arise from the MO literature. The model is extended to capture another dimension called resource leveraging. According to Hills, Hultman and Miles (2008), these seven dimensions are helpful to differentiate traditional from entrepreneurial marketing. Clearly, the seven dimensions focus on both entrepreneurial and marketing behaviour, but they fail to capture certain salient variables among SMEs such as alliance formation or networks. Alliances and networks are a source of instrumental connections and make possible the achievement of ends that would be impossible without it, or could be achieved only at an extra cost. It is on this basis that modifications to the model by Morris et al. (2002) are imperative. Despite the suggestion for modification, it is critical to underscore that Kocak (2004) validated five of the seven dimensions of EM by Morris et al. (2002) in a study of Turkish small firms. Similarly, Schmid (2012) validated four dimensions in a study of Austrian SMEs, while Fiore et al. (2013) validated them in a study of US firms. Again, Hamali et al. (2016) proposed and validated seven dimensions in Indonesia, six of which were drawn from Morris et al. (2002), while the legitimacy was drawn from Mort et al. (2012).

In contrast, Jones and Rowley (2009, 2011) investigated entrepreneurial marketing orientation in SMEs with the EMICO framework. The model was broken down into 15 dimensions based on literature of EO, MO, IO and CO. More specifically, the fifteen dimensions are: research and development, speed to market, risk-taking, proactiveness, proactively exploiting markets, market intelligence generation, responsiveness toward competitors, integration of business processes, networks and relationships, knowledge infrastructure, propensity to innovate, responsiveness toward customers, communication with customers, understanding and delivering customer value and promotion and sales. Overlaps are evident regarding "proactiveness, proactively exploiting market and speed to market", but also for 'responsiveness' toward competitors and 'responsiveness' toward customers. This paper suggests the need to streamline and eliminate the overlaps in the construct of EMICO through theoretical revitalisation.

Jones et al. (2013) adapted the EMICO framework comprising the 15 dimensions, and collapsed or reduced the constructs that were part of the measurement of EO, MO, IO and

CO into five dimensions. The adapted dimensions included proactive marketing activities, opportunity recognition, use of networks to leverage resources, customer relationships, and co-creation of customer value. While the adapted framework took cognisance of the various elements of EO and MO, it is clear that it failed to embrace some elements such as teamwork that could promote internal collective capacity and synergy in the firm's operation.

An EM model developed by another team of researchers was extensively tested and validated for use in quantitative research (Fiore et al., 2013). The scale constituted the four EM concept dimensions of opportunity vigilance, value creation, consumer-centric innovation and risk management proposed by Morris et al. (2002). In their empirical study, two firms were included consisting of operators of small retail and service sector businesses. The scale development and validation methods have ensured that the instrument is internally consistent, multi-dimensional, and stable across samples. However, this EM model has also exhibited the same shortfalls characterising the previous models.

Kilenthong et al. (2015), on the other hand, developed six core dimensions of EM based on the EM behaviours suggested by the literature on marketing and entrepreneurship. These dimensions include growth orientation, opportunity orientation, total customer focus, value creation through networks, informal market analysis and closeness to the market. They argued that EM should be treated as a separate construct from EO. As such, they believed that EO should be separated from the EM dimensions and be considered as an antecedent of EM behaviours. Consequently, these scholars did not include EO in their EM dimensions. However, they planned for future investigation of the relationship between the two constructs.

In order to explore further and bridge the gap in the existing EM model, Wörgötter (2011), Ahmed et al. (2017), Agarwala et al. (2017), Neneh (2011), Hanaysha (2016), and Dhurup et al. (2016) were also reviewed for more relevant insights on market-driven orientation and intra-team orientation that may help improve the existing model of EM. Kumar et al. (2000, p.132) posit that market driving is a firm orientation that is distinct from other orientations such as both customer and market driven orientation. The orientation seeks to reconfigure marketing channels, segment the industry, provide customer education and exceed customer expectations, leading to sustainable competitive advantage and superior performance (Schindehutte et al., 2008, p.5). According to Wörgötter (2011) and Agarwala et al. (2017), a firm's market driving ability is made up of market sensing, customer preferences, and alliance formation. It is prudent to note that market sensing and alliance formation are key to market driving orientation in the proposed model. To avoid duplication, a parsimonious model of EM incorporates customer preferences into the dimension of customer intensity.

Intra-team is another neglected orientation that is believed to improve the existing EM model. According to Neneh (2011), a firm's intra-team orientation and its strategies enhance entrepreneurial/managerial capabilities, which, in turn, influence long-term business survival. Intra-team orientation is defined "as the degree to which the organisational members stress collaboration and cooperation in performing business activities and in making business decisions" (Hult and Nichols, 1999). To crown it all, Marks et al. (2001) define intra-team "as an interdependent act that convert inputs to outcomes through cognitive, verbal and behavioral activities directed toward organizing task-work to

achieve collective goals". The internal interactions among organisational staff and employer have its own distinctive set of value in terms of internal communication, coordination and planning. In this paper, intra-team orientation in SME survival shall take the angle of owners/manager-employee (individual) cooperation (teamwork). This brings to the fore teamwork, which is invaluable for turning various entrepreneurial aspects and resources into long-term business success. As the variety of existing models on EM has shortfalls of one form or another, there is no generally accepted model. This invokes the key question of what the way forward is for future researchers.

Proposing a new model of EM for Nigeria

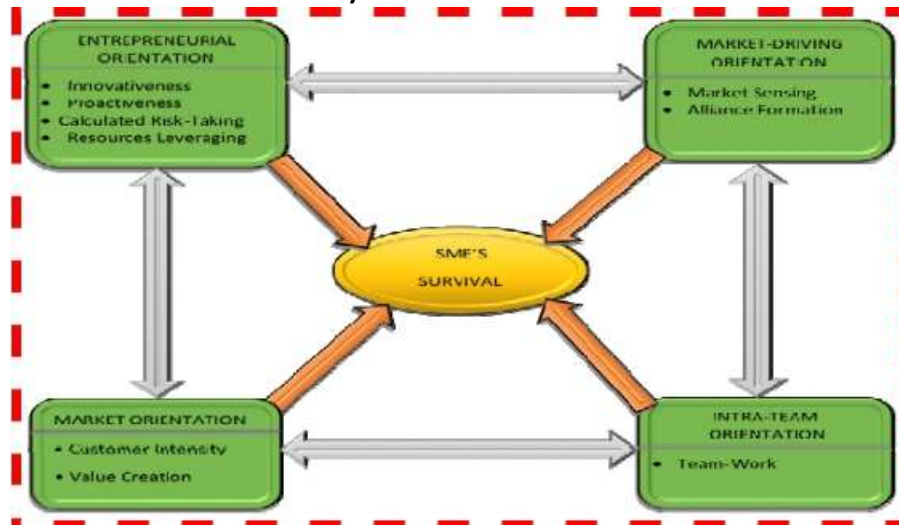
It is notable that the dimensions of EM reflected by the Morris et al. (2002) framework are significant and relevant, but need modification in response to the gaps that have been identified. The modifications include incorporation of opportunity focus into market driving orientation (Wörgötter, 2011) and the introduction of a teamwork dimension (Neneh, 2011) as part of a new model of EM.

Firstly, it is posited that the dimension of opportunity focus is key, but narrow. As a way of retaining it, there is the need to incorporate the opportunity focus dimension into market driving orientation, which is relatively broad. Market driving is defined as changing the composition of roles or behaviours of market players (Ghauri et al., 2016). In this regard, the owner-managers' market-driving ability is made up of market sensing (e.g., environmental scanning or opportunity scanning) and alliance formation (e.g., creating strong relationships with partners/suppliers), which is influenced by their approach to entrepreneurial, market and cultural orientation (Agarwala et al., 2017). Clearly, market driving orientation, like opportunity scanning, business alliance and other market indicators, and are pivotal because they give a manager a strategically entrepreneurial sense of opportunity and the entrepreneurial competitive advantage (Ghauri et al., 2016).

Secondly, teamwork is another dimension likely to add value to the already existing EM model by Morris et al. (2002). Collaborative effort of a team is a key to achieving a common goal or to complete a task in the most effective and efficient way (Ooko, 2013). Notably, a firm with a controllable force over other dimensions, as presented by Morris et al. (2002), but which fails in cooperative activity (teamwork), would eventually be challenged in the long run. Anuja and Arulrajah (2013) and Neneh (2011) concurs that the advantage of teamwork is to help improve a firm's performance, strengthen employee well-being, reduce fluctuations in performance, improve work morale, and create an environment that facilitates knowledge, information exchange and knowledge sharing, which would lead to SME survival.

As Figure 1 shows, this paper draws from the work of three different scholars, namely: Morris et al. (2002), Wörgötter (2011) and Neneh (2011), to conceptualise nine dimensions of EM, which are combined in the four variables: entrepreneurial orientation (EO), market orientation (MO), market driving orientation (MDO) and intra-team orientation (IO). Consequently, these combined variables of EM serve as the key to the proposed EM model presented in Figure 1.

Figure 1: Proposed structural and integrative model of entrepreneurial marketing (see online version for colours)



Source: Adapted from Ionita (2012)

Each of the nine dimensions in the proposed EM model is clearly discussed below. Proactiveness Core to the notion of proactiveness is willingness, passion and being anticipatory for making the first entrepreneurial moves in the marketplace (e.g., introducing new products or processes before the competitors do in anticipation of change). However, proactive also entails identifying and satisfying inherent, unfelt or unnoticed needs of customers not anticipated by the customers themselves. Taghipourian and Gharib (2015) agree that proactiveness is about the implementation of new things, and doing what is essential to anticipate and act upon an entrepreneurial opportunity. This is also evident in Nwaizugbo and Anukam's (2014) assertion that a firm's offering is not purchased based on the price of the products, but on service innovation, differentiation and qualified employees who are proactive in meeting the needs of customers and the business with an anticipatory mind.

Innovativeness

In the proposed model, innovativeness is entrepreneurial orientation that allows the firm to focus on new ideas that may lead to new markets, products, or processes. A successful firm can emphasise innovation in its market actions ranging from the highly innovative new market creator to the incremental market builder (Becherer et al., 2008). Innovativeness is defined as a firm's ability to engage in creative processes and experiment with new ideas that may result in the institution of new methods of production or bringing new products or services to current or new markets (Taghipourian and Gharib, 2015).

SME owner-managers continually champion new ways to create value (e.g., methods of segmentation, pricing, brand management, packaging, customer communication and relationship management, credit, logistics and service levels, among other operational activities). Innovative aspects of entrepreneurial orientation may promote change and creative behaviour that encourage an active exchange of ideas, increased information flow and novelty in new product development and the management of relationships (Morrish, 2011).

Calculated Risk-Taking

Calculated and rational risks are taken by firms that are entrepreneurial rather than traditional in the way they conduct their business. In Nigeria, EM adopters are not gamblers, but risk acceptors who understand that innovation in the current business environment is inherently uncertain and require rational betting on long shots.

In the proposed EM model, calculated risk-taking is the ability of the firm to apply consciousness when selecting among the alternatives or taking decisions that has great potential. In Nigeria, opportunities have relative potential and advantage. The pursuit of that potential and advantage must be tempered by the potential of loss through miscalculated effort. More importantly, risk-taking as part of EM is not only the willingness to take a chance on an opportunity, but also the ability of the firm to use calculated approaches to abate the risk inherent in the opportunity.

Resource Leveraging

Resource leveraging is one of the prevalent dimensions in models of EM. This is key, as SMEs have few resources available to meet numerous and various internal (e.g., employees) and external needs (e.g., customers, regulators). EM adopters are not inhibited by resources currently at their disposal, as they use a number of ways to leverage resources. These include stretching resources much further than competitors do, making use of the resources others are unable to realise, using other people's resources to achieve one's own goals, combining more than one firm's resources to create higher value and using certain resources to obtain other resources and recycling.

In the proposed EM model, resource leveraging is the ability to recognise resources not used optimally, see how they could be used unconventionally and convince those that control the resource to let the SME owner-manager use it in a way that involves insight, experience, and skill, as Morris et al. (2002) describe.

Customer Intensity

Successful firms are those that place customers at the forefront of the organisational objective. Customer intensity is a business operator's tendency to build marketing relationships that address individual customer needs/desires/preferences and relate to customers on a more personal level (Fiore et al., 2013). In the proposed EM model, the customer intensity dimension is built on a 'customer-centric' orientation, employing innovative approaches to create, build and sustain customer relationships.

Value Creation

Value creation is the central part of a firm's entrepreneurial and marketing orientation (Rezvani and Khazaei, 2014). While value creation is an essential condition for exchange to occur, successful business owners emphasise an entrepreneurial way of value creation to achieve competitive advantage (Özdemir, 2013). Traditional marketing has placed more focus on the transaction and customer relationship. The focal point of EM is innovative and continuous value creation, on the assumption that value creation is a prerequisite for transactions and changing relationships. The task of entrepreneur marketers is to discover untapped sources of customer value and to create unique combinations of resources to produce innovative value (Morris et al., 2002).

Market Sensing

Market sensing focuses on environmental scanning and entrepreneurial opportunity identification. It is the ability that enables the firm to be innovative in anticipating and monitoring customer needs and the tendencies of the market ahead of its competitors (Dias, 2013). Market sensing enhances the importance of opportunity identification and refinement as a basis for launching new businesses, either from individual or corporate perspectives (Rasmussen et al., 2011). The entrepreneurial way how firms precisely identify specific market demands deserves further attention by researchers. Wörgötter (2011) states that market sensing is different when approached from a market-driving perspective compared to a market-driven perspective. Reaction to changes in the market characterises a market-driven perspective. On the other hand, market sensing, when conducted as a market-driving approach, refers to proactive understanding and learning about the existing market and how to change it or create a new one.

Alliance Formation

Carving out a new market niche can be achieved with the help of alliance partnerships. Gulati, cited in Wörgötter (2011), defined alliances as voluntary arrangements between firms, sharing or co-developing products, technology or services and involves an exchange. Alliances are vital to the aspects of shaping, changing or creating markets. Wörgötter (2011) states that to control channels, it is crucial to establish relationships with various stakeholders. In countries like Nigeria, alliances are valuable for building social capital and business networks (Ozdemir et al., 2017). Firms enter alliances to address their own needs and reduce moral hazards. Information about potential partners to manage the risks of moral hazards is often obtained from the social networks that a firm has established.

Teamwork

In the proposed model of EM, teamwork is described as any collaboration existing among colleagues/partners aimed at achieving a common purpose, either by means of joint decision making or taking responsibility for a task (Neneh, 2011). In some instances, teamwork creates shared understanding of the way production is done and of the social interactions needed to complete a task in the most effective and efficient way (Ooko, 2013). Neneh (2011) posits that some advantages of teamwork include improvement of a firm's performance and their employee well-being, reduction of fluctuations in performance and improvement of work morale, creation of environments that facilitate knowledge, information exchange and so-called knowledge sharing, amongst others.

Given these instances of teamwork, the paper has proposed an integrative model of EM for researchers to use in their empirical research. As more research is anticipated to explore EM, this paper is a valuable addition to different and meaningful ways of examining this elusive phenomenon.

CONCLUSION

The ongoing exploratory efforts to develop relevant and parsimonious models of EM have continued to gain prominence due to the lack of generally acceptable, empirically tested and robust models. In response to this lack, the paper takes cognisance of the contribution inherent in the seven core EM dimensions developed by Morris et al. (2002) as well as of the overall weakness of the model. As a result of weaknesses in other models, a collectively exhaustive understanding of EM is gained by borrowing dimensions from the work of Wörgötter (2011), Agarwala et al. (2017) and Neneh (2011) to propose an

integrative model of nine dimensions. Consequently, certain dimensions in existing EM models were questioned, leading to including and reconfiguring others to focus on internal efficiency and relationship-based advantages in business. The inclusion of dimensions in the proposed models of EM emphasises how to improve market operations, strengthen inter-firm relationships and firm-customer relationships as valuable for business survival. The construct of EM is multi-dimensional and has been operationalized through significant and relevant aspects of EO, MO, MDO and IO drawn from the literature to ultimately propose a new model of EM. It is argued that applying the dimensions in the proposed EM to SMEs has significant potential to propagate the success of Nigerian SMEs in an innovative and sustainable way. This model needs further testing in different contexts, as it has the potential to ignite the development of EM practices in SMEs beyond Nigeria.

LIMITATIONS AND DIRECTIONS FOR FUTURE STUDIES

One major limitation of the proposed EM model is that it is conceptual and has not yet been tested empirically. There are three directions for future research. Firstly, the reliance on literature analysis to propose the EM model is helpful, but it needs to be complemented by voices of SME owner-managers. Inclusion of their views through a focus group discussion would be valuable to strengthen the conceptual rigour of the model before any large-scale empirical testing among SMEs. Secondly, enhancing the variety of participating SMEs (e.g., agro-processing, manufacturing, tourism etc.) may be insightful to explore contextual nuances and their effects on the model. Lastly, a comparative study focusing on both SMEs and large businesses would also be a fruitful future direction, as scholars and practitioners continue to grapple with issues of the composition, significance and effect of dimensions of EM on the survival of SMEs.

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