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The role of entrepreneurial marketing in enhancing strategic entrepreneurship

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Abstract

Based on our study of the research problem, the focus was on examining the entrepreneurial dimensions in marketing and their role in enhancing strategic leadership in private colleges. The study explored the role of entrepreneurial marketing dimensions such as early strategic orientation, customer focus, innovative value creation, risk management, and marketing innovation, and how they impact the strengthening of strategic leadership. The results demonstrated a positive impact of these dimensions on strategic leadership, indicating their significant role in fostering an entrepreneurial spirit and achieving sustainable success in educational institutions.

Keywords: Entrepreneurial marketing, strategic entrepreneurship, strategic orientation

Introduction

Business organizations today operate in a rapidly changing environment where various factors intersect, including increased customer awareness and the presence of competitors striving to employ all possible innovative methods to reach and influence the customer. This is because entrepreneurial marketing represents an activity based on customer awareness. It is built on a long-term vision and depends on the alignment between competitive and marketing capabilities to achieve the strategic leadership required to deliver products and services that meet the needs and desires of customers. Therefore, the ability of business organizations to achieve the strategic leadership they seek depends on their adoption of entrepreneurial marketing, which focuses on achieving the effective dimensions of leadership. This, in turn, helps organizations gain the competitive advantage that enables them to survive, as well as develop and continuously improve their products and services, which is a crucial factor in achieving the desired success. Entrepreneurial marketing also provides opportunities that help organizations create a competitive advantage.

It is well-known that strategic leadership is a goal pursued by all business organizations across various fields, whether educational, industrial, commercial, or private. Organizations with a clear vision, particularly business organizations that aim for leadership in their profession or field of work, as well as private universities, which are considered one of the most important educational institutions in private colleges, aim for strategic leadership in alignment with their future vision. Thus, this study aims to investigate the role of entrepreneurial marketing dimensions in enhancing strategic leadership, with a particular focus on the application of these dimensions in private universities.

The staff at private universities recognizes the importance of entrepreneurial marketing, which also highlights the extent to which entrepreneurial marketing dimensions are applied in private universities.

First: Problem of the Research

The problem arises from the lack of studies to understand and analyze the role of entrepreneurial marketing in enhancing strategic leadership in a deeper and more detailed manner. It highlights the need to focus on how strategic leadership can be strengthened in private educational institutions, such as private colleges in Nineveh Governorate, through adopting entrepreneurial marketing strategies. Additionally, the aim is to bridge gaps and enhance performance in the private college sector in Nineveh Governorate. The competitive environment between private educational institutions pushes them to strive for excellence and leadership, whether at the provincial or regional level.

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Second: Importance of the Research

This research focuses on studying the significance and application of strategic entrepreneurship in private colleges, estimating the strength of sales in the region by collecting information, data, and related hypotheses. The research also contributes to shedding light on entrepreneurial marketing and its various dimensions, as it is an important factor in this field. This experimental study focuses on private colleges and their role in achieving leadership in education. The dimensions addressed in this study include (proactive orientation, customer focus, innovative value creation, risk management, and marketing creativity).

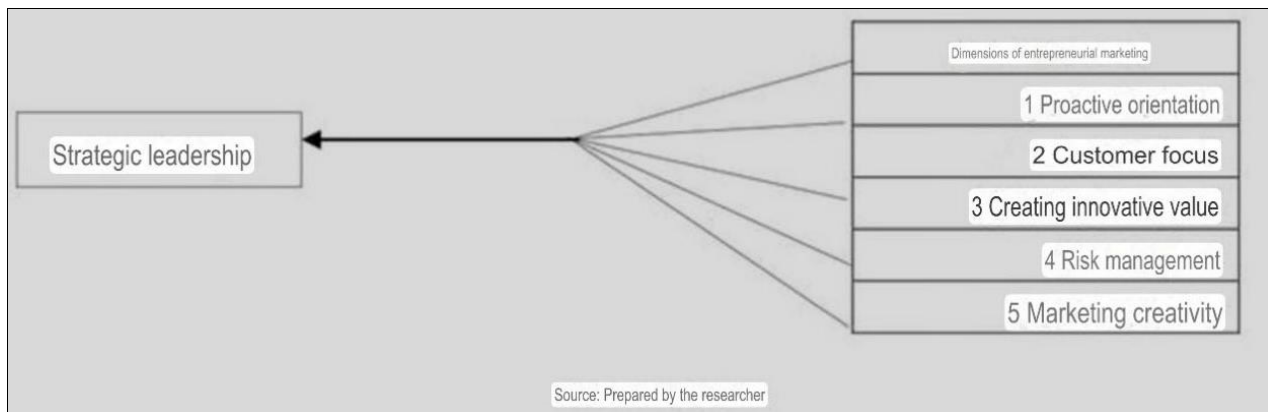
Third: Research Objectives

1. To affirm the theoretical concepts related to the dimensions of entrepreneurial marketing and strategic leadership.

2. To assess the level of awareness among staff in private colleges regarding the importance of entrepreneurial marketing.
3. To emphasize the significant role of entrepreneurial marketing in enhancing strategic leadership in private colleges.
4. To examine the extent to which entrepreneurial marketing dimensions are applied in private colleges.

Fourth: Proposed Study Model

As part of the continued methodological approach to the research dimensions and its questions, and to achieve the research objectives, a hypothetical model has been developed to clarify the nature of the relationship between the research variables. The researcher has prepared the following model, which will serve as a basic guide to build the research hypotheses.



Fifth: Research Hypotheses

1. There is a statistically significant correlation between proactive orientation and strategic leadership.
2. There is a statistically significant correlation between customer focus and strategic leadership.
3. There is a statistically significant correlation between innovative value creation and strategic leadership.
4. There is a statistically significant correlation between risk management and strategic leadership.
5. There is a statistically significant correlation between marketing creativity and strategic leadership.

Sixth: Study Limits

Time Limits: During the academic year 2023/2024

Human Limits: Kirkuk Governorate / Kirkuk Education Directorate

Seventh: Methods Used in Data Analysis

The statistical program (SPSS) was used to achieve the following:

1. Frequencies, percentages, means, and standard deviations.
2. Simple correlation coefficient.
3. Simple determination coefficient.

Theoretical Framework of the Research

First: Proactive Orientation

Proactivity is the process of offering new products or services ahead of competitors and working towards achieving a future goal that can bring about changes in the environment and lead to superior performance compared to competitors. Initiative is also the pursuit of new opportunities, anticipating new markets, and creating potential new markets, or participating in them (Eggers *et*

al., 2020) [14]. Proactivity also involves the continuous and active search for new business opportunities that benefit the organization, and is enhanced through the development of original products that differentiate themselves from others, which necessitates attention to product innovation and development. Initiative is considered the primary driver that leverages new products and services to stay ahead of the competition (Feng *et al.*, 2020) [15].

Other authors also suggest that proactivity involves capitalizing on market opportunities during the pre-competition stage, entering the market before competitors do. Proactivity grants the organization the ability to anticipate changes in consumer preferences or market demands and respond to them.

The proactive approach also involves continuous advancement through proactive processes by creating new ways of doing things and developing new products and services. Practically, private colleges must be aware of the available opportunities that represent a source of income.

Second: Customer Focus

Previous studies have highlighted that a total focus on customers is critical for marketing, and that customer preferences have a direct impact on a company's products, pricing, distribution, and communication methods (Bonn, 2016) [12], especially today. More than ever, entrepreneurs running companies, which are primarily composed of entrepreneurs themselves, assess the market, scan changes in the demand for their products, and track consumer behavior. They also focus on innovative methods to interact with their customers. In order to maintain customer focus, they must continuously address the needs and wants of their customers. This can only be achieved by adopting creative

methods that attract and retain customers.

Third: Creating Innovative Value

Creating value: Value creation is the need to provide customers and stakeholders with something more valuable than competitors offer. Value creation is at the heart of entrepreneurial marketing because it determines the success of a company. Entrepreneurial companies have greater capabilities to identify attractive opportunities and utilize their resources innovatively to achieve higher value for customers. Identifying and proactively exploiting opportunities plays a key role in acquiring profitable customers and retaining them through value creation (Gilmore *et al.*, 2018) [17]. Organizations employing entrepreneurial marketing have the ability to identify and exploit entrepreneurial opportunities by supporting creativity, increasing the benefits of their offerings, or reducing the cost of delivering superior value to customers (Al-Baghdadi, Al-Attawi, 2014) [1]. To create added value for students at private universities, modern technology must be integrated into their educational processes in order to provide additional value to students.

Fourth: Risk Management

Risk is a characteristic of entrepreneurial companies, referring to the company’s investment in activities with a high likelihood of failure. Calculated risk-taking is the company’s willingness to assume risks when opportunities arise, and its ability to take calculated actions when these opportunities present themselves to mitigate inevitable risks. One way to manage risks is by forming alliances with other parties. In most studies, risk behavior in entrepreneurial activities focuses on exploiting available market opportunities, which are described as having high profitability because trying new things allows the company to differentiate itself from competitors, but it always involves some degree of risk. Based on this, private universities should calculate the risks they might face when

continuously improving the process of educational services.

Fifth: Marketing Creativity

Marketing refers to companies that proactively explore new opportunities rather than merely exploiting existing strengths. This requires innovative efforts that exceed customer expectations, as marketing programs focused on creativity allow companies to focus on those that will achieve the desired outcomes.

Targeting new markets, products, or processes (Eggers *et al.*, 2020) [14] and utilizing early methods in executing the company’s marketing task efficiently is part of this approach. It also fosters the creation of a core within the company that encourages creativity and innovation. All of this provides the company with a competitive advantage and allows it to achieve greater profitability than most of its competitors.

To ensure that marketing adopts innovative and modern approaches in promoting products and offering educational services to students, it is necessary for the company to adopt creative marketing techniques. On the other hand, using traditional marketing methods hinders the acquisition of strategic leadership. The organization must have a structure that encourages employees to innovate, generate, and adopt new ideas in the workplace. Creativity requires organizations to continuously seek to develop and deliver new and innovative services and respond immediately to students’ expectations. The organization should also believe that entrepreneurial marketing is the path through which it hopes to achieve its goals.

Practical Framework

First: Data Collection

The data for the study were collected using a questionnaire designed to measure the role of entrepreneurial marketing in enhancing strategic leadership. The responses of the participants to the items of the questionnaire were measured using the following table:

Table 1: Response Scale for Questionnaire Items

Agreement Degree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The degree	5	4	3	2	1

The questionnaire consisted of two main sections. The first section was dedicated to measuring the dimensions of entrepreneurial marketing, which included the dimensions of proactive orientation, customer focus, risk management, marketing creativity, and value creation. A total of twenty items were chosen, distributed across five dimensions of entrepreneurial marketing, with four items for each dimension. The second section was dedicated to measuring strategic leadership, with ten items selected for this section.

Second: Research Population and Sample

The research sample was drawn from the two colleges, Al-Noor University College and Al-Hadba University College, due to their vision emphasizing leadership in private education. The sample included all employees, as entrepreneurial marketing impacts all internal processes within the colleges, and thus, everyone from the dean to the ordinary staff plays a role in contributing to the colleges’ achievement of strategic leadership, which is a strategic goal for the colleges. The total number of distributed questionnaires was fifty, and 48 questionnaires were returned, with a response rate of 96%, as shown in the following table.

Table 2: Questionnaire Distribution and Response Rates

Questionnaires	Number	Percentage
Total Questionnaires Distributed	50	100%
Questionnaires Collected	48	96%
Questionnaires Analyzed	48	96%

The table below illustrates the percentage of males and females in the sample from private colleges in Nineveh Governorate, specifically Al-Hadba University College and Al-Noor University College. The percentage of females was 100%, which is higher than the percentage of males, which was 47.9%. As shown in Table 1, the percentage of females exceeds that of males.

Gender Distribution

Table 3: Table showing the distribution of surveyed individuals by gender.

Gender Distribution	Number	Percentage
Males	23	47,9%
Females	25	100%

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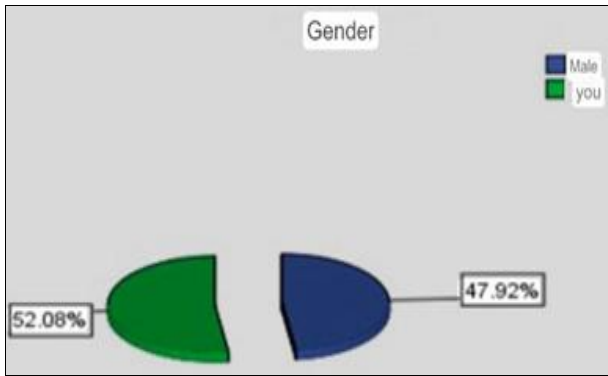


Fig 1: Illustrates the sample diagram.

Age Group

Table 4: illustrates the relative distribution of the age group in the research sample based on the gender variable in the sample.

Age Group	Number	Percentage
From 15-25	3	6.3%
From 25-35	19	45.8%
From 35-45	22	91.7%
46 and above	4	100%

Prepared by the Researcher

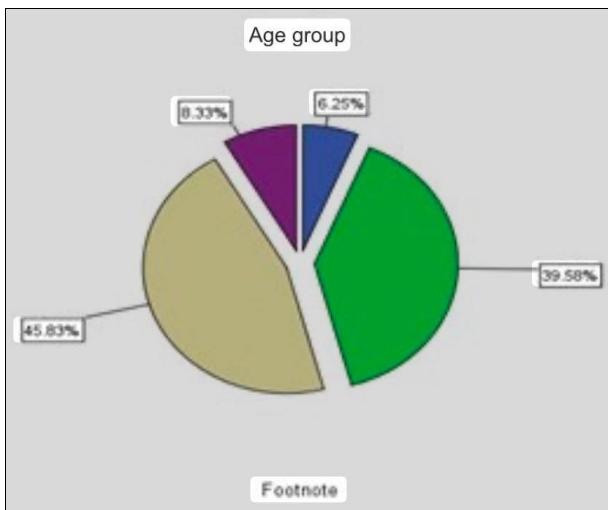


Fig 2: Illustrates the sample chart.

Educational attainment

Table 5: Illustrates the relative distribution of the educational attainment of the respondents according to the gender variable in the sample.

Demographic Variables	The number	Percentage
Below Secondary	1	2.1%
Diploma	7	16.7%
Bachelor's	4	25%
Higher Diploma	6	37.5%
Master's	15	68.8%
Doctorate	15	100%

Prepared by the Researcher

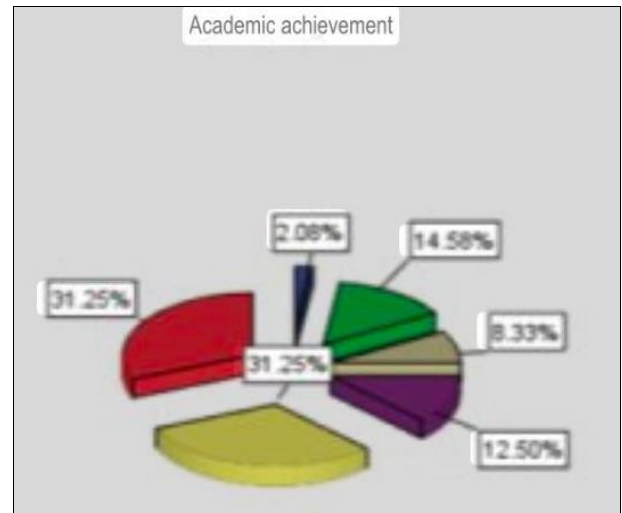


Fig 3: Sample Distribution Chart

Third: Validity of the Scale

The following table shows that all correlation coefficients in all questionnaire dimensions are statistically significant at the level of significance ($\alpha = 0.05$). This indicates that all dimensions of the questionnaire are valid and can be relied upon.

Table 6: Correlation Coefficients for Questionnaire Dimensions

Dimension	Pearson Correlation Coefficient	Significance Value (sign)
Entrepreneurial Marketing Dimensions	0.78	0.000
Strategic Leadership	0.73	0.000

The previous table shows that the correlation is statistically significant at the 0.05 level of significance (α).

Fourth: Reliability of the Scale

The reliability of the questionnaire was tested using the Cronbach's Alpha coefficient method. The statistical program was used to measure the Cronbach's Alpha coefficient, and the results are as follows:

Table 7: Measurement of Questionnaire Reliability Using Cronbach's Alpha.

The dimension	Cronbach's alpha coefficient for reliability	Validity coefficient
Entrepreneurial Marketing Dimensions	0.80	0.000
Strategic Leadership	0.85	0.000
All survey dimensions	0.87	0.000

Since the validity coefficient is equal to the square root of the reliability coefficient, it is clear from Table No. (7) that the values of Cronbach's alpha coefficient for the first axis: Entrepreneurial Marketing Dimensions = 0.80, for the second axis: Strategic Leadership = 0.85, and for all survey axes = 0.87. The validity coefficient values for the first axis: Entrepreneurial Marketing Dimensions = 0.000, and for the

second axis: Strategic Leadership = 0.000. The results indicate a high level of reliability and validity in the study tool collected from the study population, thus ensuring that the researcher has confirmed the validity and reliability of the study, making him confident in the accuracy of the survey and its suitability for analyzing the results and answering the research questions and testing its hypotheses.

Fifth: Statistical Methods Used in the Analysis

A set of statistical methods was used to obtain the results, which fit the nature of the research questions and hypotheses, as follows:

- Arithmetic mean

- Standard deviation
- Spearman's correlation coefficient to measure the nature of the relationship between the research variables
- Alpha-Cronbach

The aforementioned statistical methods were implemented using statistical software to process the data and extract the results yielded by the research.

Data Analysis and Results

First: Descriptive Statistical Analysis

Description of Entrepreneurial Marketing Dimensions:

Table 8: First Dimension: Proactive Orientation

Statement	Arithmetic Mean	Standard Deviation	Ranking
The universities have a strong sense of the types of goals they aim to achieve.	4.2600	.75078	1
The college management is keen on integrating modern technology to serve students quickly.	3.9000	.97416	2
The universities monitor available opportunities that represent a source of profit for the university, without competitors being aware of them.	3.5600	.97227	4
The services offered by the university are unique and difficult for competitors to replicate.	3.5800	1.16216	3
Arithmetic Mean, First Dimension: Proactive Orientation	3.8250		

Source: Prepared by the researcher based on the analysis results and field study using the SPSS program.

The results in Table (8) indicate the level of the first +: proactive orientation. The arithmetic mean value for this dimension was (3.8250), and all items in this dimension were also high, though with varying degrees of strength. Item number (1), which states that universities have a strong sense of achieving goals, was the most influential in the

proactive orientation dimension. This result indicates that the management of private colleges in Nineveh Governorate, from the employees' perspective, places a slightly higher emphasis on proactive orientation than the average, which is somewhat encouraging.

Table 9: Dimension Two: Customer Focus

Statement	Arithmetic Mean	Standard Deviation	Ranking
Colleges always strive to meet the needs and aspirations of students, ensuring their continuous satisfaction.	3.8000	1.30931	4
Competing institutions work hard to retain their teams and avoid transferring them to competitors' school management.	3.9200	.82906	1
The college administration relies on creative methods to attract and retain students.	3.9400	1.15016	2
The college staff demonstrates the necessary politeness and effective cooperation in dealing with students to achieve goals.	4.0400	1.06828	3
Arithmetic mean for Dimension Two: Customer Focus	3.9250		

Source: Prepared by the researcher based on the analysis results and field study using the SPSS program.

Table No. (9) presents the results for Dimension Two (Customer Focus), which show that this dimension achieved a high level of responses from the staff of private colleges in the Nineveh Governorate, specifically from Al-Nour University College and Al-Hadba University College, with an arithmetic mean of (3.9250). All the items in this dimension also showed high ratings, though with varying degrees. The first-ranked item was item number (4): "Colleges always strive to meet the needs and aspirations of

students, ensuring their continuous satisfaction," with a mean of (4.0400) and a standard deviation of (1.30931). This result clearly reflects the affirmation from most of the staff at Al-Nour University College and Al-Hadba University College regarding the management's focus on customer satisfaction.

Dimension Three: Creating Innovative Value

Table 10: Creating Innovative Value

Statement	Arithmetic Mean	Standard Deviation	Ranking
Colleges strive to offer educational services with distinctive characteristics compared to competitors.	4.3200	.71257	1
The colleges use and maximize the benefits of technologies to provide additional value to their students.	3.8400	.84177	4
The college management achieves excellence and an advantage over competitors by providing services in a timely manner.	3.9200	1.00691	2
The colleges strive to offer a range of financial facilities when pricing their services.	3.5000	1.09265	3
General Mean for Dimension Three: Creating Innovative Value.	3.8950		

Source: Prepared by the researcher based on the results of the analysis and field study using the SPSS program.

Table No. (10) shows the results of the third dimension, "Creating Innovative Value," which reflects the level of this dimension among the staff of private colleges in Nineveh, including Al-Noor University College and Al-Hadba University College. The general mean value for this dimension was (3.8950), and the levels of the statements in this dimension varied. Statement number (1), "The colleges strive to offer educational services with distinctive

characteristics compared to competitors," ranked first with a mean of (4.32) and a standard deviation of (.71256). This result confirms, with a high degree of certainty, that most employees at the private colleges in Nineveh (Al-Noor University College, Al-Hadba University College) acknowledge the management's focus on creating innovative value when delivering educational services to students.

Table 11: Dimension Four: Risk Management.

Statement	Arithmetic Mean	Standard Deviation	Ranking
Colleges and universities challenge the risks brought by the external environment according to specific strategies.	3.9400	.89008	4
Colleges and universities assess the risks they may face in the continuous improvement of educational services.	3.9200	.89989	3
Colleges benefit from the risks faced by competition while prioritizing less risky services for universities.	3.7800	1.21706	2
University administrations develop risk scenarios for expected events to seize market opportunities for serving students.	3.7600	1.13497	1
General Mean for Dimension Four: Risk Management.	3.8500		

Source: Prepared by the researcher based on the analysis results and field study using the SPSS program.

Table No. (11) shows the results of the fourth dimension: Risk Management, among employees of private colleges in Nineveh Governorate, namely Al-Noor University College and Al-Hadbaa University College. The calculated mean value for this dimension was (3.8500), and the responses to the items varied. The highest item was item number (1), which states "The university administrations develop risk

scenarios for expected events and market opportunities for serving students," with a mean value of (3.7800) and a standard deviation of (1.13497). This result shows slightly above-average values, indicating that most employees at the private colleges report the administration's attention to the risk management dimension.

Table 12: Fifth Dimension: Marketing Innovation

Statement	Arithmetic Mean	Standard Deviation	Ranking
The universities consider entrepreneurial marketing as the key to achieving their goals.	3.8000	.96890	3
The university adopts modern and innovative marketing methods to promote its services.	4.2000	.98974	2
The organizational structure of the college encourages employees to generate and adopt new ideas in their work.	4.2200	.78999	1
The college administration continuously works on developing and offering new and innovative services to meet the expectations and needs of its students.	3.8000	1.08797	4
The overall mean for the fifth dimension: Marketing Innovation.	4.0050		

Source: Prepared by the researcher in light of the results of the analysis and field study using the SPSS program.

Table No. (12) shows the results of responses from the staff of Al-Noor University College and Al-Hadba University College regarding the fifth dimension: Marketing Innovation. The overall result for this dimension is relatively high, with a total mean value of (4.0050). The statement "The university adopts modern and innovative marketing methods to promote its services" ranked first in the items, with a mean value of (4.2000) and a standard

deviation of (.98974). This result clearly reflects the confirmation of most staff members at private colleges in Ninawa Governorate (Al-Noor University College, Al-Hadba University College) regarding the administration's focus on innovating its methods and means to market its services to students.

Description of the Strategic Leadership Axis

Table 13: Strategic Leadership

Statement	Arithmetic Mean	Standard Deviation	Ranking
Colleges and universities provide distinguished and diverse services.	4.0800	1.14000	1
The college conducts research on the needs and desires of students.	3.5000	1.40335	7
The college innovates in service specifications and types.	3.7600	1.10951	2
Colleges deal with student complaints quickly and proactively.	3.5600	1.10951	6
The internal atmosphere of the college stimulates creativity and innovation.	3.6600	1.20560	3
Colleges and universities have excellent electronic marketing services.	3.5000	1.14731	10
Distinguished faculty members allow employees to freely express ideas.	3.3000	1.14731	8
The college administration has the ability to generate sufficient executive motivation to achieve growth and profitability.	3.9200	1.14731	9
The college administration has the ability to enhance the depth of entrepreneurial leadership through continuous education and development programs.	3.9200	.96553	4
The college relies on entrepreneurial activities in a way that is difficult for competitors to understand or replicate, establishing a competitive market position.	3.9000	1.03510	5
The general arithmetic mean for strategic leadership.	3.6867		

Source: Prepared by the researcher based on the results of the analysis and field study using SPSS software.

The data in Table No. (13) show that the level of strategic leadership in private colleges, according to the perspective of their employees, was generally high. The general arithmetic mean value was (3.6867). The first item, "The colleges and universities provide distinguished and diverse services," was the most contributing factor to the increase in the strategic leadership of private colleges in Nineveh Governorate (Al-Noor University College, Al-Hadba University College), with an arithmetic mean of (4.0800) and a standard deviation of (1.14000). This result clearly reflects that most of the employees of private colleges in Nineveh Governorate consider this aspect to be somewhat high.

Based on the available information, we can draw some conclusions and summarize the potential findings and proposed recommendations:

Conclusion

1. There is a significant positive relationship between the dimensions of entrepreneurial marketing studied and strategic leadership in private colleges in Nineveh Governorate (Al-Noor University College, Al-Hadba University College).
2. Dimensions of entrepreneurial marketing, such as service excellence, customer focus, and risk management, play a crucial role in enhancing the entrepreneurial spirit and strategic leadership in educational institutions.

Recommendations

1. Encourage the adoption of entrepreneurial marketing dimensions as part of leadership strategies in educational institutions.
2. Focus on developing innovation and entrepreneurial marketing skills among the administrative and educational staff in educational institutions.
3. Utilize the developed model as a tool to assess and improve entrepreneurial marketing performance and strategic leadership in educational institutions.

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