The Challenge of SMEs Using the Entrepreneurial Marketing Dimension to Face Changes in the Business Environment

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Abstract

Small food businesses in Kendari City have a strategic role in supporting regional economic growth, but business performance has an impact on the uncertainty of the rapidly changing business environment. Entrepreneurial Marketing (EM) is seen as an essential approach to improving business performance through proactive behavior, opportunity recognition, measurable risk-taking, innovation focus, customer intensity, resource utilization, and value creation. This study aims to analyze the influence of the Entrepreneurial Marketing dimension on Business Performance and how the role of the Environment in moderating the relationship between the Entrepreneurial Marketing Dimension and Business Performance in food small business actors in Kendari City. The Research Method uses a quantitative approach with a survey method. The data was collected using a questionnaire, then the data was analyzed using SmartPLS. The results of the study show that the Entrepreneurial Marketing Dimension has a significant effect on improving Business Performance. The role of the Environmental is proven to strengthen the relationship between Entrepreneurial Marketing and Business Performance and indicates that business actors who are in a dynamic business environment need entrepreneurial marketing skills to achieve superior performance, so business actors and the government work together to formulate strategies to increase the competitiveness of food small businesses in Kendari City

Keywords: Dimensions Entrepreneurial Marketing; Business Performance; Environmental; Small Food Business; Kendari City

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are a key pillar of economic development in many countries, contributing to job creation, increased income, innovation, and regional economic growth. In Indonesia, MSMEs dominate the national economic structure and are the most resilient sector in facing various economic crises. However, in recent years, the business environment has undergone rapid change due to digitalization, developments in information technology, changes in consumer behavior, increased competition, global economic uncertainty, and supply chain disruption. These changes force MSMEs to not only rely on product excellence but also to build adaptive capabilities through innovative and entrepreneurial-oriented marketing strategies. Recent literature shows that the ability to adapt to changes in the business environment is a key factor determining the sustainability and competitiveness of MSMEs.In this case, various actions and responses can be taken by Small and Medium Enterprises andEntrepreneurs who seek new opportunities based on limited resources must use entrepreneurship.(Becherer et al., 2008)

Entrepreneurial Marketing (EM) has evolved as a strategic approach that integrates marketing principles with an entrepreneurial orientation. Unlike traditional marketing, which emphasizes formal planning and substantial resource allocation, Entrepreneurial Marketing emphasizes creativity, innovation, the courage to take calculated risks, the ability to recognize market opportunities, effective resource utilization (resource leveraging), customer relationship

intensity, and value creation. This approach is considered more suitable for MSMEs due to their flexible business characteristics but limited capital, technology, and human resources. Various studies have shown that the dimensions of Entrepreneurial Marketing can improve an organization's adaptability in the face of market turbulence and changes in the business environment, affecting performance. The relationship between information system capabilities, business process performance, innovation performance, entrepreneurial marketing, and company performance. In addition, innovation performance and business process performance have a significant mediating effect between information system capabilities and company performance. Entrepreneurial marketing has a positive moderating effect on the relationship between information system capabilities and company performance.(Manigandan et al., 2024)

Entrepreneurial marketing contributes to improved marketing performance, innovation, and business sustainability. However, the influence of each dimension of entrepreneurial marketing is not always consistent. In some contexts, opportunity focus and resource leveraging are dominant factors, while in others, innovation, customer intensity, or proactiveness are more influential. These differences in results indicate that the effectiveness of entrepreneurial marketing is significantly influenced by the characteristics of the business environment, socioeconomic conditions, and the level of market dynamics faced by small food businesses in Kendari City.

This phenomenon is highly relevant to the condition of MSMEs in Kendari City, a center of economic growth in Southeast Sulawesi Province. In recent years, the number of MSMEs in Kendari City has continued to increase, with approximately 41,939 active MSMEs in 2024. This increase in the number of business actors indicates high local economic activity, but on the other hand, it also gives rise to increasingly fierce competition. Most MSMEs, especially small food businesses in Kendari City, still face various obstacles, such as low digital literacy, limited access to technology, weak product innovation, limited capital, and less than optimal ability to develop digital-based marketing strategies. These conditions cause many small food businesses in Kendari City to struggle to maintain competitiveness in the face of rapidly changing business environments.

Various studies have generally focused on the influence of innovation, entrepreneurial orientation, digitalization, information technology, and green marketing on MSME performance. Some studies on MSME digitalization show that the adoption of digital technology can increase efficiency and competitiveness, but its implementation is still hampered by low digital literacy and limited resources. Other studies have found that innovation and entrepreneurial orientation influence business sustainability, while the application of information technology increases business management efficiency. However, most of these studies have not integrated all dimensions of Entrepreneurial Marketing as an adaptation strategy to changes in the business environment.

Some studies on*Entrepreneurial Marketing*describes something more complex than just concepts and tools for positioning and creating sustainable competitive advantage for new innovations.*Entrepreneurial Marketing*carried out as a complex process and how entrepreneurs behave in the market(Hills et al., 2010).*Entrepreneurial Marketing*is a spirit, meaning an orientation and process of enthusiastically pursuing opportunities and launching and developing businesses that create perceived customer value through relationships using innovation, creativity, sales, market immersion, networking and flexibility.(Hills and Hultman, 2011)

*Entrepreneurial Marketing*previously considered low-cost marketing or even alternative marketing such as guerrilla marketing, and was first considered a marketing strategy for small businesses or newly established companies because it helped these companies achieve their goals with limited resources (Hisrich & Ramadani, 2018)However, due to its

effectiveness, EM is now adopted by many organizations, both large companies and small and medium enterprises (SMEs) such as Guerrilla marketing to attract brand attention. Therefore, many large organizations use Entrepreneurial Marketing to achieve their goals, especially when the business or organization operates in a volatile environment that requires the use of EM.(Hisrich & Ramadani, 2018;Morrish, 2011; Mahrous et al., 2020).

On the other hand, research on Entrepreneurial Marketing has predominantly positioned these variables as direct predictors of marketing performance, but relatively little has considered environmental variables as moderating variables. The results indicate that Entrepreneurial Marketing can improve marketing performance, and its influence is stronger when the market environment experiences high levels of change. However, these studies have not yet identified the contribution of each Entrepreneurial Marketing dimension in directly helping MSMEs face changes in the business environment. Thus, there is still room to develop an understanding of the strategic adaptation mechanisms of MSMEs through each Entrepreneurial Marketing dimension.(Sadiku-dushi et al., 2019)

Based on the literature review, three research gaps remain. First, most studies examine the direct relationship between Entrepreneurial Marketing and firm performance, while research specifically explaining how the dimensions of Entrepreneurial Marketing inform small food businesses in the face of changes in the business environment is still very limited. Second, previous research generally treats Entrepreneurial Marketing as a single construct, thus failing to provide a picture of the relative contribution of each dimension proactiveness, opportunity focus, calculated risk-taking, innovation, customer intensity, resource leveraging, and value creation—in building the adaptability of small food businesses in Kendari City. Third, empirical evidence regarding Entrepreneurial Marketing in MSMEs in Eastern Indonesia, particularly Kendari City, is still relatively limited compared to research in Java and other developing countries. This situation indicates an empirical and contextual gap that needs to be filled for Entrepreneurial Marketing theory to have broader validity.

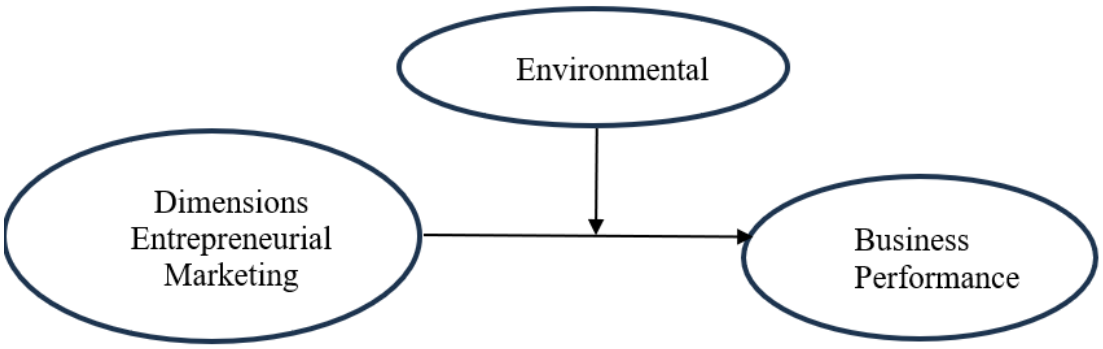
The urgency of this research is further strengthened by the fact that Kendari City is one of the regions with rapid MSME growth, but also faces the challenges of digital transformation, changing consumer behavior, and increasing business competition. Under these conditions, MSME success is determined not only by the ability to produce quality products, but also by the ability to develop adaptive, innovative, and opportunity-based marketing strategies. Therefore, understanding the dimensions of Entrepreneurial Marketing as a strategic capability is crucial to support business sustainability, increase local competitiveness, and strengthen MSMEs' contribution to regional economic development.

This research provides novelty, Firstly, it comprehensively analyzes the seven dimensions of Entrepreneurial Marketing as a strategic capability of MSMEs in facing changes in the business environment, not just linking it to business performance. Secondly, the research was conducted in the context of MSMEs in Kendari City which have different socio-economic characteristics compared to other regions in Indonesia, thus providing new empirical evidence from the Eastern Indonesia region. Thirdly, the research integrates the Entrepreneurial Marketing perspective with the concept of changes in the business environment, thus producing a more comprehensive conceptual model in explaining the adaptability of MSMEs, especially Small Food Business Actors in Kendari City.

Theoretically, this research is expected to expand the development of Entrepreneurial Marketing literature related to the challenges faced by small food business actors in Kendari City, especially regarding the role of each dimension in building the adaptability of Entrepreneurial Marketing behavior to changes in the business environment. Practically, the results of the research are expected to be a basis for local governments, MSME support

institutions, and business actors in Kendari City in formulating policies and strategies to strengthen more adaptive entrepreneurial and marketing capacities so as to increase the competitiveness and sustainability of MSMEs amidst the dynamics of the ever-changing business environment.

Entrepreneurial Marketing(EM) is able to help companies to survive and adapt to identified changes. This is the greatest need for EM in an environment characterized by instability when traditional marketing practices are no longer adequate.(Collinson & Shaw, 2001;Morris et al., 2002). The existence of marketing evolution has different characteristics, so the implementation of EM will be beneficial and necessary for most businesses operatingCurrently, EM can be applied differently at each stage of marketing development.(Morris et al., 2002). The interaction effect of external and internal fit on performance is moderated by external fit(Lin & Peng, 2016). StudyKirca et al., (2005);Rauch et al.,(2009)which is related to environmental as a moderation of various orientations, it was found that there is a relationship between entrepreneurial orientation and company performance, and also a relationship between marketing orientation and company performance. However, other researchNeirotti et al., (2016) The environmental dynamics of medium-sized companies tend to develop more internally oriented technological capabilities, but fail to report high levels of ability to manage external relationships. Therefore, in this case, the external environment is difficult to control and influences business performance.Based on the background explained thenframework the concept in this research is as in the image below



Conceptual Framework Image

According toMorris et al., (2002)defines EM as the active identification and exploitation of opportunities to achieve and retain profitable customers through innovative approaches to risk management, resource utilization and value creation. (Fillis and Rentschler, 2005) that

EM can lead to competitive advantage by using creative thinking as a strategic weapon and explains the seven dimensions of EM defined below:

1. Proactive reflects "how something acts by seeing opportunities and how it responds to market demand or creates new demand.(Lumpkin and Dess, 1996)This involves reconsidering external conditions to reduce uncertainty and reduce vulnerability.(Becherer, et al., 2012)
2. Driven by opportunities this dimension includes identifying and pursuing opportunities that are critical to the success of Small & Medium Enterprises.(Becherer, et al., 2012). Entrepreneurial Marketing (EM) is informal, opportunistic, intuitive and beneficial for SMEs that are trying to survive.(Shaw, 2001;Gilmore, 2011)
3. Calculated risk taking means that risk taking indicates a company's tendency to engage in risky projects through large loans, investments in unproven technologies, or introducing new products to new markets.(Lumpkin and Dess, 1996). SMEs must have the ability to take calculated actions to reduce the inherent risks of pursuing opportunities.(Becherer, et al., 2012).
4. Innovation-focused: is the company's orientation to pursue new ideas and creative processes.(Lumpkin and Dess, 1996) which can lead to new products, new services or new technological processes (Li et al., 2008).
5. Customer intensity generally states that customer awareness and customer needs and demands should be the main pillars of marketing activities.(Gronroos, 1989;Narver & Slater, 1990;Morris et al., 2002;Matsuno & Mentzer, 2014)This dimension is based on the belief that customer-centric orientation should be the primary driving force of marketing in an organization.(Becherer, Helm et al., 2012).
6. Resource utilization that increasing resources not only uses limited resources effectively but also finds sources that are not visible to others(Becherer, et al., 2012)Resources as one of the bases of EM are needed to create customer value and are usually obtained in collaboration with partners.(Bjerke and Hultman, 2004).
7. Value creation is the foundation of EM, which is innovative value creation. Value creation is essential for relationships and transactions. The company's ongoing task is to explore each element of the marketing mix to discover new sources of customer value.(Morris et al., 2002;Hendijani Fard & Seyyed Amiri, 2018)

RESEARCH METHODOLOGY

This study uses a quantitative research design.Population refers to the entire group of people, events, or things of interest that a researcher wishes to investigate. An element is a single member of the population, while a population group is the collection of all the elements in the population when a sample is taken.(Sekaran and Bougie, 2003). The population in this study were small food business actors in Kendari City.According toSekaran & Bougie, (2003)states that the selection of research samples is based on the non-probability sampling method, namely a sampling technique that does not provide equal opportunities for each member of the population to be selected as a sample (using the purposive sampling technique approach, which is a sampling determination technique based on certain considerations, namely involving the selection of subjects who are in an advantageous place or in the best position to provide the necessary information based on criteria. and dData were collected through questionnaires.That the minimum sample size should be 10 times the maximum number of arrows pointing to the latent variables in a PLS path model. While the 10-times rule offers a guideline for the minimum sample size requirement, PLS-SEM, like other statistical techniques,

requires researchers to consider sample size against the background of the model and the characteristics of the data.(Hair et al., 2016). Data is divided based on its nature, namely qualitative data which is information that is easily obtained in the form of opinions, while quantitative data is expressed in the form of numbers.(Sekaran and Bougie, 2003)In this study, primary data collection was in the form of a questionnaire distributed to 100 small food business owners in Kendari City who answered each statement item. This sample size is sufficient to proceed with further analysis because a sample size of 100 meets the sample size criteria for PLS-SEM.

RESULTS AND DISCUSSION

Respondent Characteristics Table based on Gender

Gender	Respondents	Percentage (%)
Woman	36	36
Man	64	64
Total	100	100

The table of respondent characteristics based on gender shows that the majority of small food business owners in Kendari City are male, at 64%. Females, on the other hand, make up only 36%. Overall, the composition of respondents by gender shows that small food business owners in Kendari City are predominantly male, although female participation is also relatively high..

Respondent Characteristics Table by Age

Age	Respondents	Percentage (%)
20–24	2	2
25–29	5	5
30–34	17	17
35–39	18	18
40–44	22	22
45–49	16	16
50–54	9	9
55–60	11	11
Total	100	100

Respondent characteristics table based on age showSmall food business owners in Kendari City are dominated by the 40–44 age group, with 22 respondents (22%). This age group indicates that most business owners are of productive age and have experience and maturity in running a business..

Respondent characteristics table
based on the last level of education

	Respondents	Percentage (%)
Elementary School	3	3
Junior High School	6	6
High School /Vocational School	48	48
S1	40	40
S2	2	2
S3	1	1
Total	100	100

The characteristics table based on the last level of education shows that the majority of respondents of small food business owners in Kendari City have a high school/vocational high school education, namely 48 people (48%). This result indicates that almost half of small food business owners have a secondary education, which generally already has basic skills in managing a business and is quite open to the use of technology and information in business activities. The group of respondents with a bachelor's degree (S1) education is in second place, namely 40 people (40%). This fairly large proportion indicates that more small business owners have a higher level of education, so it is expected to have better skills in business planning, decision-making, and the implementation of innovative marketing strategies.

Outer Model Evaluation

The most important measurement models for PLS-SEM are reliability, convergent validity, and discriminant validity.

Reliability and Validity Test Table

Variables	*Croncbach Alpha*	*Composite reliability*	Average Variance Extracted (AVE)
Moderating X1	1,000	1,000	1,000
Moderating X2	1,000	1,000	1,000
Moderating X3	1,000	1,000	1,000
Moderating X4	1,000	1,000	1,000
Moderating X5	1,000	1,000	1,000
Moderating X6	1,000	1,000	1,000
Moderating X7	1,000	1,000	1,000
Environmental (Z)	0.867	0.900	0.670
Proactiveness (X1)	0.511	0.802	0.554
Opportunity-driven (X2)	0.732	0.833	0.705
Calculated risk-taking (X3)	0.592	0.826	0.754
Innovation-focused (X4)	0.675	0.859	0.575

Customer intensity (X5)	0.853	0.890	0.706
Resource leveraging (X6)	0.791	0.878	0.628
Value Creation (X7)	0.853	0.894	0.601
Business performance (Y)	0.882	0.907	0.549

Reliability test is seen inInternal consistency reliability, namely composite reliability, must be higher than 0.70 (in exploratory research, 0.60 to 0.70 is considered acceptable). It is also expressed by the Cronbach's alpha value as the lower limit > 0.60 and composite reliability as the upper limit of internal consistency reliability.(Hair Jr et al., 2017).The Composite Reliability value is declared reliable if the value obtained is more than 0.7.

while another approach to assess Convergent Validity is with the value ofaverage variance extracted (AVE) thenAVE value proactiveness (0.670), opportunity-driven (0.554), calculated risk-taking (0.705), innovation-focused (0.754), customer intensity (0.575), resource leveraging (0.706), value creation (0.628), Environmental (0.601), While the interaction model of variables X1-X7 (1.000) and Business performance (0.549) so that from all latent variables obtained Average Variance Extracted (AVE) value above 0.50 this shows that all indicators of the variables above are declared valid.

So the discriminant validity of all the variables tested in this study obtained a value of*AVE root value*shows that all indicators of the variables above are good and declared valid.

Inner Model Evaluation

Evaluation of the structural model can be carried out after the outer model test model (measurement model) examination is fulfilled.In this study, SmartPLS 3.0 was used.R^2 values of 0.75, 0.50, or 0.25 for an endogenous latent variable can, as a rule of thumb, be described as strong, moderate, or weak, respectively (Hair et al., 2011; Henseler et al., 2009) in (Hair Jr et al., 2017).

R Square Table

	R Square	R Square Adjusted
Business performance (Y)	0.810	0.776

In the results model above, the R2 value of 0.810 means that the dimensions of entrepreneurial marketing (proactiveness, opportunity-driven, calculated risk-taking, innovation-focused, customer intensity, resource leveraging and value creation moderated by the environment) are able to explain the magnitude of the influence on business performance (business performance is 81% while the remaining variation in changes of 19% is explained by other variables that have not been included in this study.

Table Path coefficient of structural model

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	conclusion
Moderating Z* X1 -> BP	0.027	0.044	0.079	0.342	0.732	Rejected
Moderating Z* X2 -> BP	0.112	0.120	0.102	1,101	0.272	Rejected
Moderating Z*X3 -> BP	-0.072	-0.071	0.062	1,156	0.248	Rejected
Moderating Z* X4 -> BP	-0.152	-0.145	0.092	1,658	0.098	Rejected
Moderating Z* X5 -> BP	0.083	0.074	0.095	0.872	0.384	Rejected
Moderating Z* X6 -> BP	-0.079	-0.086	0.089	0.894	0.372	Rejected
Moderating Z*X7 -> BP	0.107	0.092	0.069	1,535	0.125	Rejected
Environmental (Moderation) Z -> BP	0.593	0.591	0.093	6,354	0,000	accepted
Proactiveness (X1) -> BP	0.223	0.240	0.087	2,581	0.010	accepted
opportunity-driven (X2) -> BP	-0.029	-0.012	0.095	0.303	0.762	Rejected
calculated risk-taking(X3)-> BP	0.153	0.138	0.061	2,527	0.012	accepted
Innovation-focused (X4) -> BP	-0.065	-0.078	0.094	0.690	0.491	Rejected
customer intensity (X5) -> BP	0.052	0.056	0.086	0.602	0.547	Rejected
resource leveraging (X6)-> BP	0.238	0.220	0.084	2,840	0.005	accepted
value creation (X7) -> BP	-0.068	-0.070	0.098	0.698	0.485	Rejected

Conclusion

Model of the Relationship between EM Dimensions and BP Moderated by Environmental Factors

Relationship Model Entrepreneurial Marketing dimensions (proactiveness, opportunity-driven, calculated risk-taking, innovation-focused, customer intensity, resource leveraging and value creation) on business performance moderated by environmental factors explain the following:

1. The variables (proactiveness, opportunity-driven, calculated risk-taking, innovation-focused, customer intensity, resource leveraging, and value creation) significantly influence

business performance. However, only three dimensions proactiveness, calculated risk-taking, and resource leveraging significantly influence business performance. Meanwhile, other dimensions opportunity-driven, innovation-focused, customer intensity, and value creation did not impact business performance. This indicates that business actors are still surviving because they have the spirit and act proactively, engage in calculated risk-taking, and leverage resources.

2. VariablesEnvironmental variables moderate the relationship between (proactiveness, opportunity-driven, calculated risk-taking, innovation-focused, customer intensity, resource leveraging, and value creation) and business performance. However, environmental variables are unable to moderate the relationship between (proactiveness, opportunity-driven, calculated risk-taking, innovation-focused, customer intensity, resource leveraging, and value creation) and business performance because the interaction model does not significantly influence business performance, and when the environmental variables themselves significantly influence business performance

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