

Entrepreneurial Marketing and Marketing Strategies of SMEs on Marketing Performance: An Empirical Analysis of Fit

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ABSTRACT

In Indonesia, SMEs contribute to approximately 60% of its GDP. The SMEs strengths and limitations however, differ from that of established companies. The primary aim of this study is to find out how to maximise SME marketing performance by examining its entrepreneurial marketing dimensions and marketing strategy clusters. Based on data from 130 SME in Indonesia, the study identified seven entrepreneurial marketing and five marketing strategy clusters. Using the profile deviation of the concept of fit, it is indicated that traditional marketers cluster which combined proactive orientation, will result in maximum market growth while the mass marketers cluster (i.e., customer-focus orientation) will result in maximising profitability.

Keywords: Entrepreneurial marketing, marketing performance, profile deviation fit, SMEs marketing strategy

INTRODUCTION

SMEs contribute significantly to economic growth. In Indonesia alone, SMEs have contributed to 60%, or IDR6108 trillion, of Indonesia's GDP, up 12.28% from the previous year (Ministry of Cooperatives & SME, 2014). SMEs have also contributed

to increasing the employment rate to 6.97% or 112 million Indonesians and hence, it is important for SMEs to maximise their performance.

The SMEs are different from large established companies. This is because they have many limitations (Gilmore, Carson, & Rocks, 2006) such as financial, time, market information, marketing skills and knowledge, which means SME owners usually rely on a simple, unorganised or unsystematic decision-making process. Additionally, SMEs strategy in terms of responding to their competitor's marketing is usually reactive (Carson et al., 2001 as cited in Gilmore et al., 2006).

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The SMEs' limitations do not prevent them from conducting strategic activities. Their decision-making process related to market and entrepreneurial issues are called strategic decisions (Venkatraman, 1989) and these are heavily influenced by the characteristics of their owners (Becherer et al., 2005). In this way, their decisions are more informal and creative, in terms of anticipating their limitations.

Collinson and Shaw (2001) stated that the entrepreneurial marketing concept is the most appropriate for smaller organisations with limited resources which focuses on combining entrepreneurial concepts and marketing science. This interface is known as entrepreneurial marketing (EM) and its effect has been studied on many new or small companies (Morris & Lewis, 1995). The EM is a strategic orientation that can be applied by SME owners to create a competitive advantage (Bhuian, Menguc, & Bell, 2005).

Gruber (2004) said that a marketing strategy is a key success factor for new and small companies. An SME marketing strategy is based on the owner's decisions or activities in terms of adapting basic marketing principles. This includes using networks and developing innovative marketing techniques (Gilmore, 2010). A marketing strategy for an SME is different from that of a big company. Carson and Gilmore (2000) proposed a marketing strategy for SMEs that combined four elements: adapting to marketing textbooks, network marketing, competency marketing,

and innovative marketing. More quantitative research in this area is still needed (Jamal, 2005).

A marketing strategy is the way a company achieves marketing objectives. These objectives are especially related to the fulfilment of target marketing needs (Varadarajan & Clark, 1994). Marketing strategies focus on segmentation, targeting consumers, product positioning and a marketing mix (i.e., product, price, distribution, and promotion) (Kotler, 1994). However, the study of marketing strategies only focusses on products, prices, promotions and distributions. The overall marketing strategy study, especially in the form of a typology or classification, is still limited (Slater & Olson, 2001). That being said, there is a need to study overall marketing strategies (Kustin, 2004). Hence, it is important to develop a marketing typology that suits a SME.

Slater and Olson (2001) have already proven that a good combination of business and marketing strategies can lead to a firm maximising their marketing performance. This research used concept fit method to determine the best combination. The concept fit method is based on configuration theory that defines fit as a statistical interaction between two variables (Schoonhoven, 1981 as cited in Malhotra et al., 2013). In other words, the concept fit is a strategic decision-making process that will provide a company with a competitive advantage (Porter, 1996). Due to the strategic nature of the concept fit, this method is usually discussed in

strategic management topics. Marketing scholars have also used this method, but not extensively.

Venkatraman (1989) classified the concept fit into 6 types: moderation, mediation, matching, gestalts, profile deviation, and covariant. This study focuses on profile deviation as the variables (i.e., EM, marketing strategy, performance) have an insignificant functional relationship according to the theory, the performance of the criterion variables, and the variables that had many dimensions and measurements. The profile deviation method has already been used in the field of strategic management. However, only a few marketing researchers have used it (Malhotra, Mavondo, Mukherjee, & Hooley, 2013). Hence, the aim of this study is to identify the profile of Indonesian SMEs, as a fit between EM dimensions and the marketing strategy typology that maximises their marketing performance by using profile deviation techniques.

Entrepreneurial Marketing (EM) is an activity in implementing a strategy. It is an interface between Market Orientation (MO) and Entrepreneurial Orientation (EO). According to Baker and Sinkula (2009), MO and EO are correlated though each of them is a different construct. The MO reflects the degree of market strategy planning based on the study of customers and competitors study, whereas EO reflects the degree of company's growth based on identification and exploitation of market opportunities. Although they represent two different constructs, they complement each other in improving the profitability of

small businesses (Baker & Sinkula, 2009). The ultimate goal of EM is to maximise the marketing performance (Hills & Hultman, 2011).

The EM is based on the following theories: Resources Based Theory, Transaction Cost Theory, and Strategic Adaptation Theory. The most appropriate theory is the Resource Advantage (RA) Theory, developed by Hunt in 1995 (Morris, Schindehutte, & LaForge, 2002). The RA Theory is consistent with entrepreneurial marketing principles. First, using leverage, the company could enhance their available resources or create new resources that could provide a competitive advantage in achieving superior company performance. Second, the ideal combination of resources can be achieved through innovation. Innovation is the core of competition in RA Theory.

Morris, Schindehutte and LaForge (2002) explained that EM has seven dimensions. Proactiveness, calculated risk taking, innovativeness, and opportunity focus are derived from entrepreneurial orientation. The resource leveraging dimension is the only element that insists on developing marketing perspectives (e.g., guerrilla marketing). Moreover, customer intensity and value creation are the core elements derived from the market orientation. The seven dimensions do not stand alone, because they could affect each other. In addition, the companies don't need to use all of the dimensions. They can emphasise a specific dimension based on company needs and stages of development.

Carson and Gilmore's (2000) SME marketing concept was strengthened by Gilmore (2011) and reshaped into an entrepreneurial marketing strategy for SMEs. It consists of four concepts. First, the basic principles of marketing should be adapted by modifying and combining the marketing mix: product or service, pricing, distribution, promoting and selling, customer service, reputation and recommendations, and using e-marketing. Second, networking marketing is important. This includes when an SME owner discusses his or her business with another owner, by talking informally or following a trade event, to collect marketing information for decision making (Gilmore et al., 2006). Third, marketing competency is the SME owner's effort to enhance their knowledge and skills in marketing. Fourth is innovative marketing which involves improving, creating, or modifying a new product, service or process. The focus is on fulfilling the customers' needs and having a unique proposition (O'Dwyer, Gilmore, & Carson, 2009).

Besides customer satisfaction, the perception of market growth and profitability are important to measure the effectiveness of a marketing strategy (Clark, 2000 as cited in Vorhies & Morgan, 2003; Qureshi & Kratzer, 2010). Market growth is reflected by an increasing sales or market share percentage. Profitability is reflected by the current company's performance (Venkatraman, 1989). The perceptual measurement for market growth and profitability are reliable and valid, so it is already used widely in empirical research (Dess & Robinson, 1984).

Slater and Olson (2001) developed a typology based on the company's marketing strategy that includes aggressive marketers, mass marketers, minimizer marketers, and value marketers. Few studies have investigated marketing typology. However, typology is very important in scientific research, due to its ability to make things simpler and more understandable (Ginsberg, 1984 as cited in Slater & Olson, 2001).

As explained previously, the profile deviation technique identifies the sample SMEs' profile. This profile is a combination of EM dimensions and marketing strategy typologies. The purpose of the profile is to maximise performance. The conceptual fit in the profile deviation is a degree of similarity of one profile to the ideal profile (Venkatraman, 1989). The important steps to follow in a profile deviation analysis include: (1) forming an ideal profile by calibrating 10% - 15% of the sample that has an ideal performance value; (2) weigh the dimensions used; and (3) test the strength of the model by computing a weighted Euclidean distance on the sampling profile (Venkatraman, 1989).

METHOD

Three constructs are used in this study: (1) the seven dimensions of EM; (2) the SME marketing strategy; and (3) the marketing performance. Using the concept of fit, the relationship among these three variables are described in the research model (Figure 1).

The relationship between the marketing strategy and performance have been proven. Cavusgil and Zou (1994) proved that a marketing strategy is an important factor that affects the performance of the exporting companies. In the SME context, Knight (2000) proved that entrepreneurial orientation is the basis of an SME marketing

strategy that influences SME performance. The greater the SME's entrepreneurial orientation, the better their marketing strategy will be in terms of marketing leadership, quality leadership, and product specialization. As a result, the SMEs performance will be better.

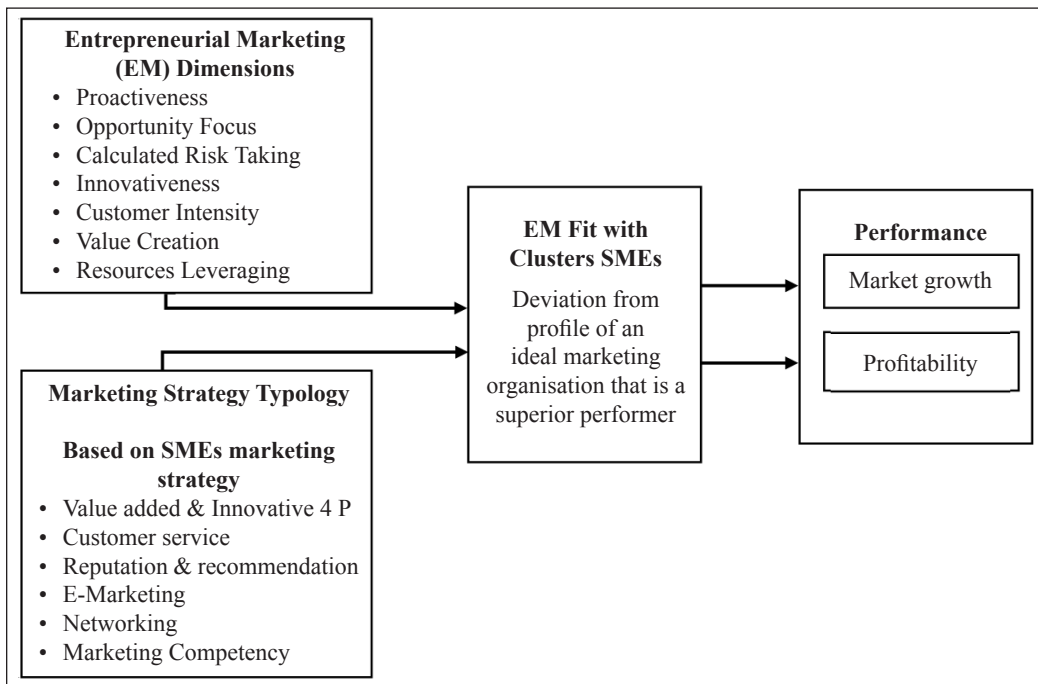


Figure 1. Research model

In this study, the ideal profile is achieved when the combination of EM dimensions and the SME marketing typology is optimal, resulting in high-growth performance. The SMEs that are most similar to the ideal profile are SMEs with high growth (Desphande et al., 1993; Narver & Slater, 1990). Thus, the first hypothesis (H1) is: the better the fit between the EM dimensions and the marketing strategy typology, the better the growth performance.

In addition to market growth, Naver and Slater (1990), and Deshpande, Farley and Webster (1993) stated that marketing performance could be measured by the perception of the SME's own level of profitability, compared with that of their competitors. The ideal profile can be achieved when the combination of EM dimensions and SMEs marketing strategy typologies are optimal, resulting in high profitability. The SME that is most similar

to the ideal profile is an SME with high profitability. This leads to the second hypothesis (H2): the greater the fit between the EM dimensions and marketing strategy typology, the higher the profitability performance.

This is a quantitative research. The entrepreneurial marketing variable has 58 indicators and seven dimensions. The seven dimensions are: (1) proactiveness (Bateman & Grant, 1993; Becherer, Haynes, & Helms, 2008); (2) opportunity focus; (3) calculated risk taking; (4) innovativeness (Becherer et al., 2008; Morris et al., 2002); (5) customer intensity; (6) resource leveraging (Becherer et al., 2008); and (7) value creation (Becherer et al., 2008). The SME marketing strategy variable has 76 indicators and 9 dimensions: (1) an adaptive marketing mix; (2) a modified marketing mix; (3) customer service; (4) reputation; (5) positive recommendations (Gilmore, 2011; Gilmore, Carson, O'Donnell, & Cummins, 1999; O'Dwyer et al., 2009); (6) networking (Gilmore, 2011; Gilmore, Carson, & Grant, 2000; Gilmore et al., 2006); (7) e-marketing (Gilmore, 2011); and (8) marketing competency for SMEs (Carson & Gilmore, 2000; Gilmore, 2011). The marketing performance variable has seven indicators and two dimensions: perceptions of market growth and profitability (Babakus, Cravens, Grant, Ingram, & Laforge, 1996; Slater & Olson, 2001). All variables were measured on a 5-point (1 = least importance; 5 = great importance) Likert scale.

The first step in analysing the data was grouping all of the indicators in an EM

variable by using an exploratory factor analysis to form a valid and reliable new dimension. The New EM dimensions that being used by Indonesian SMEs were formed. Second, a hierarchical cluster analysis was conducted to form typology or clusters based on SME marketing strategy. A hierarchical cluster analysis was used because it was simple and measures the similarity between objects. It can be used for a limited number of samples (Hair, Black, Babin, & Anderson, 2010). In addition, the clusters that are obtained are better than when a k-means cluster analysis is used (Steinbach, Karypis, & Kumar, 2000). Third, the profile deviation is analysed by calculating the ideal score and profile deviation score (Vorhies & Morgan, 2003). Fourth, the hypothesis is tested using a simple regression. Finally, the SMEs were profiled.

The profile deviation score is calculated by counting the Euclidean distance score (Vorhies & Morgan, 2003):

$$Dist = \sqrt{\sum_j^N (Xsj - \bar{X}ij)^2} \quad (1)$$

where:

Xsj = the score for a firm in the study sample on the j th dimension

$\bar{X}ij$ = the mean for the ideal profile along the j th dimension

j = the number of profile dimensions (1, 2, ..., 7).

The respondents for this research were SME owners. Those owners engaged in marketing activities such as creating,

distributing and delivering the product, setting the price and promoting their business. Questionnaires were sent to SME owners who were finalists in the two most credible young entrepreneurs' competition in Indonesia, which are Wirausaha Muda Mandiri (WMM) and Shell LiveWire from 2012 to 2014. Those competitions were selected because they were the pioneers in young entrepreneur competition in Indonesia, and attracted thousands of participants. From 400 questionnaires sent, 130 entrepreneurs returned completed questionnaires, resulting in a 32.5% response rate. 80% of respondents were aged between 20 and 30 years old, 63.1% were male, 62.3% had completed an undergraduate degree, and 57.7% started their own business to implement their business ideas. About 83% of the SMEs were established within the last five years and had fewer than 10 employees (93%). They were mostly in the textile and footwear industry (29.2%) and the food and beverages industry (23.3%). All variables were reliable and all 141 items of the questionnaires were valid, so it could be used for further analysis.

RESULTS

An exploratory factor analysis was conducted to form the new dimensions of entrepreneurial marketing. Based on the eigenvalue score and significant factor loading values for each factor (Hair et al., 2010), it can be concluded seven dimensions accounted for 54.2% of the total variance. The new EM dimensions are: customer focus, innovativeness, value creation,

opportunity focus, proactiveness, calculated risk taking, and resource leveraging. These dimensions are the same as the existing EM dimensions.

A hierarchical cluster analysis was conducted using the complete linkage agglomerative method to construct the typology of SME marketing strategy. Based on the Analysis of Variance (ANOVA) and the Scheffe multiple comparison (Slater & Olson, 2001), there are five significantly different clusters. These clusters are aggressive marketers ($n = 24$) that had the highest mean score for all marketing strategy variables. Hence, they used their marketing strategy widely and aggressively. There were 22 mass marketers ($n = 22$) with no innovative strategy nor unique marketing strategy. Value marketers ($n = 28$) focused more on customer satisfaction via providing high quality products and the best customer service. Traditional marketers ($n = 11$) had the lowest mean score for an e-marketing strategy. Finally, the minimiser marketers ($n = 45$) had the lowest mean score for the marketing strategy variable; hence, they only made a very minimal effort in their marketing strategy.

After that, a profile deviation analysis was conducted by counting the profile deviation scores. Finally, the hypothesis was tested by regressing the profile deviation score with the performance value of each cluster. To support the hypothesis empirically, the deviation from the ideal profile of each cluster should be negatively and significantly related to the growth and profitability performance (Vorhies & Morgan, 2003). The results of the hypotheses

are presented in Table 1.

As shown in Table 1, in terms of H1 growth performance, the coefficient t-test value is negative for all EM dimensions. The value creation variable (-1.909; sig 0.062) and the opportunity focus variable (-1.771; sig 0.083) have a significant value at the 90% confidence level. This means that for all the clusters, H1 is proven. In other words, the greater the fit between the EM dimensions (i.e., value creation, opportunity focus) and the marketing strategy, the higher the growth performance. Value creation and opportunity focus have become the most important EM dimensions in enhancing the growth performance perceptions of SME owners. Hence, the SME owners in Indonesia who want to enhance their growth marketing performance should increase the unique value added to customers (value creation)

and focus on chasing the opportunity (opportunity focus).

Table 1 also shows that for H2 (profitable performance), the coefficient t-test value is negative in two EM dimensions. Moreover, opportunity focus (-1.910; sig 0.063) has a significant value at the 90% confidence level. This means that for all of the clusters, H2 is proven. Hence, the greater the fit between the EM dimensions (opportunity focus) and marketing strategy, the higher the profitability performance. Opportunity focus becomes the most important EM dimension in enhancing the profitability performance perceptions of SME owners. As such, SME owners in Indonesia who want to enhance their profitability performance should focus on chasing and implementing all opportunities (opportunity focus).

Table 1
Results of the hypotheses test

| Entrepreneurial Marketing Dimension | Growth | Profitability |
|--|-------------------|----------------------|
| Customer Focus | -0.006 (-0.041) | 0.040 (-0.269) |
| Innovativeness | -0.222 (-1,579) | 0.035 (0.233) |
| Value Creation | -0,266 (-1,909) * | 0.017 (0.113) |
| Opportunity Focus | -0.248 (-1.771) * | -0.274 (-1.910) * |
| Proactiveness | -0.175 (-1,231) | -0.074 (-0.498) |
| Calculated Risk Taking | -0.065 (-0.452) | 0.144 (0.975) |
| Resource Leveraging | -0.181 (-1.277) | 0.064 (0.432) |

β score (t value) * sig=5%

After all the hypotheses were proven, we profiled the SMEs, based on the fit between the EM dimensions and the marketing strategy typology towards growth and profitability performance. The regression results for each marketing cluster are shown in Table 2.

As shown in Table 2, the negative and significant t-test coefficients were mass marketers with a customer focus dimension on profit performance. It also included traditional marketers with proactiveness dimension for growth performance. This implies that the customer focus is the most

Table 2
Regression results for each marketing cluster

| EM Dimensions | Aggressive Marketers | | Mass Marketers | | Value Marketers | | Traditional Marketers | | Minimizer Marketers | |
|-------------------------------|----------------------|---------------|----------------|----------------|-----------------|--------|-----------------------|--------|---------------------|--------|
| | Growth | Profit | Growth | Profit | Growth | Profit | Growth | Profit | Growth | Profit |
| Customer Focus | | | | | | | | | | |
| β score | -0.272 | 0.614 | 0.917 | -0.801 | -0.405 | 0.125 | 0.778 | 0.500 | 0.245 | -0.118 |
| t-test | -0.748 | 1.905 | 5.14*** | -2.99** | -1.401 | 0.379 | 1.748 | 0.577 | 1.012 | -0.476 |
| Sig | 0.479 | 0.105 | 0.004 | 0.003 | 0.191 | 0.713 | 0.222 | 0.667 | 0.327 | 0.641 |
| Innovativeness | | | | | | | | | | |
| score | -0.274 | 0.646 | 0.203 | 0.041 | 0.085 | -0.08 | -0.585 | 0.962 | -0.259 | 0.045 |
| t-test | -0.755 | 2.074* | 0.464 | 0.092 | 0.27 | -0.02 | -1.02 | 3.528 | -1.073 | 0.180 |
| Sig | 0.475 | 0.083 | 0.662 | 0.930 | 0.793 | 0.982 | 0.415 | 0.176 | 0.299 | 0.895 |
| Value Creation | | | | | | | | | | |
| score | -0.049 | 0.081 | -0.133 | 0.198 | -0.019 | 0.340 | -0.275 | -0.94 | -0.319 | -0.103 |
| t-test | -0.129 | 0.199 | -0.300 | 0.452 | -0.061 | 1.084 | -0.405 | -2.88 | -1.347 | -0.414 |
| Sig | 0.901 | 0.849 | 0.776 | 0.670 | 0.953 | 0.307 | 0.725 | 0.212 | 0.197 | 0.684 |
| Opportunity Focus | | | | | | | | | | |
| β score | -0.239 | 0.449 | 0.225 | -0.395 | -0.462 | -0.15 | -0.732 | -0.08 | -0.177 | -0.275 |
| t-test | -0.652 | 1.229 | 0.516 | -0.952 | -1.648 | -0.49 | -1.521 | -0.08 | -0.718 | -1.146 |
| Sig | 0.535 | 0.265 | 0.628 | 0.385 | 0.130 | 0.657 | 0.268 | 0.948 | 0.483 | 0.269 |
| Proactiveness | | | | | | | | | | |
| β score | -0.356 | -0.432 | -0.401 | -0.455 | 0.297 | 0.291 | -0.907 | 0 | 0.015 | -0.12 |
| t-test | -1.007 | -1.174 | -0.978 | -1.144 | 0.982 | 0.911 | -3.04* | 0 | 0.058 | -0.482 |
| Sig | 0.348 | 0.285 | 0.373 | 0.304 | 0.349 | 0.386 | 0.093 | 1 | 0.954 | 0.636 |
| Calculated risk taking | | | | | | | | | | |
| β score | -0.045 | 0.716 | 0.571 | 0.24 | -0.245 | 0.097 | -0.081 | 0.225 | -0.379 | 0.069 |
| t-test | -0.118 | 2.51** | 1.554 | 0.553 | -0.8 | 0.293 | -0.115 | 0.231 | -1.637 | 0.27 |
| Sig | 0.909 | 0.046 | 0.181 | 0.604 | 0.443 | 0.776 | 0.919 | 0.856 | 0.121 | 0.787 |
| Resource Leveraging | | | | | | | | | | |
| β score | 0.083 | -0.144 | 0.349 | -0.645 | -0.309 | 0.154 | -0.234 | 0.692 | 0.117 | 0.095 |
| t-test | 0.219 | -0.357 | 0.833 | -1.89 | -1.027 | 0.467 | -0.341 | 0.958 | 0.471 | 0.382 |
| Sig | 0.833 | 0.733 | 0.443 | 0.117 | 0.329 | 0.651 | 0.766 | 0.514 | 0.643 | 0.708 |

*Significant at the 90% level; **Significant at the 95% level; ***Significant at the 99% level

important EM dimension for increasing the perception of growth performance, while proactiveness is the most common EM dimension for increasing the perception of profitability performance. The positive and significant coefficient t-test found in an aggressive marketer's cluster with a customer focus dimension for growth performance, also calculated a risk-taking dimension for a profitable performance. This means that the customer focus is on the EM dimension that would decrease the growth performance. In addition, the calculated risk-taking dimension is the EM dimension that would decrease profitability performance.

DISCUSSION AND CONCLUSION

Based on the SME marketing concepts in Gilmore (2011), a marketing typology for Indonesian SMEs can be constructed. The SME marketing typology is aggressive marketers, mass marketers, value marketers, traditional marketers, and minimiser marketers. Morris et al. (2002) found seven new EM dimensions that were

appropriate for Indonesian SMEs. Those dimensions include: customer focus, innovativeness, value creation, opportunity focus, proactiveness, calculated risk taking, and resource leveraging. Finally, the profile deviation analysis significantly proved that the more fit the EM dimension and marketing strategy, the higher its growth performance (H1) and profitability (H2).

The hypotheses were also supported by Kasim and Altinay (2016) who found that Entrepreneurial Orientation (EO) does not directly affect the growth of the company, unless moderated by company strategy. Moreover, Vega-Vázquez, Cossío-Silva and Revilla-Camacho (2016) showed EO has not been able to generate positive business performance, unless mediated by Market Orientation (MO). Hence, the integration of EO and MO to become Entrepreneurial Marketing (EM) can improve SMEs' business performance. The results are consistent with that of Baker and Sinkula (2009).

Based on Table 2, the results can be summarised into a SME profile (Table 3).

Table 3
SMEs profile fit among entrepreneurial marketing dimensions, marketing strategy typologies, and performance

| EM Dimensions | Aggressive Marketers | | Mass Marketers | | Value Marketers | | Traditional Marketers | | Minimiser Marketers | |
|-------------------|----------------------|--------|----------------|--------|-----------------|--------|-----------------------|--------|---------------------|--------|
| | Growth | Profit | Growth | Profit | Growth | Profit | Growth | Profit | Growth | Profit |
| Customer focus | Yes | No | No* | Yes* | Yes | No | No | No | No | Yes |
| Innovativeness | Yes | No* | No | No | No | Yes | Yes | Yes | Yes | Yes |
| Value creation | Yes | No | Yes | No | Yes | No | Yes | Yes | Yes | Yes |
| Opportunity focus | Yes | No | No | Yes | Yes | Yes | Yes | Yes | Yes | Yes |

Table 3 (continue)

| EM Dimensions | Aggressive Marketers | | Mass Marketers | | Value Marketers | | Traditional Marketers | | Minimiser Marketers | |
|------------------------|----------------------|--------|----------------|--------|-----------------|--------|-----------------------|--------|---------------------|--------|
| | Growth | Profit | Growth | Profit | Growth | Profit | Growth | Profit | Growth | Profit |
| Proactive-ness | Yes | Yes | Yes | Yes | No | No | Yes* | No | No | Yes |
| Calculated risk taking | Yes | No* | No | No | Yes | No | Yes | No | Yes | No |
| Resource leveraging | No | Yes | No | Yes | Yes | No | Yes | No | No | No |

*Significance proven

Aggressive Marketers Type

- SME owners should provide the best service to customers (customer focus), create innovative products or processes (innovativeness), focus on chasing the opportunities (opportunity focus), and be more proactive in seeking out opportunities (proactiveness) to achieve maximum growth performance.
- SME owners should not always create innovative products (innovativeness), due to high costs that will decrease profitability. Do not take into account the risk of the decision (calculated risk taking), because it will cause SME owners to be too cautious in making the decision. As a result, the opportunity could be snapped up by competitors.

Mass Marketers Type

- SME owners should be more proactive in seeking out opportunities (proactiveness) and avoid focusing on particular customers (customer

focus), as it will narrow the market reach and the target market will not be achieved.

- SME owners should be customer-oriented. They should provide and serve customers with the best (customer focus) customer service. These customers may become loyal and generate profits for the company. In addition, SME owners are more proactive in finding opportunities (proactiveness) and working together with other SME owners (resource leveraging) to increase profitability.

Value Marketers Type

- SME owners should focus on delivering things the customer wants (customer focus), focusing on seeking opportunities (opportunity focus), and working together with other SME owners (resource leveraging) to achieve maximum growth performance.
- SME owners should focus more on pursuing and achieving all

opportunities (opportunity focus) to achieve a maximum profitability performance.

Traditional Marketers Type

- SME owners should be more proactive in seeking out opportunities (proactiveness) in order to increase their market share. Moreover, the SME owners should be innovative and focus on pursuing opportunities to achieve maximum growth performance.
- SME owners should create and deliver a unique value that differs from that of their competitors (value creation), to achieve maximum profitability.

Minimiser Marketers Type

- SME owners should be more innovative (innovativeness), create unique value added (value creation), and focus on pursuing opportunities (opportunity focus), while still taking into account all the risks to be faced (calculated risk taking), to achieve their maximum growth performance.
- SME owners should focus more on pursuing and achieving all opportunities (opportunity focus). They should also be more proactive on opportunities (proactiveness), to achieve maximum profitability.

The results of this study proved that SME owners who had certain dimensions

of EM orientation, combined with the right marketing strategy, will perform better than their competitors. The EM orientation becomes an important resource to SMEs, because it will help in their decision-making process in terms of boosting their performance. This study contributes to the Resource-Advantage Theory (Hunt, 1995), in that, intangible resources are more powerful and important in achieving superior performance for SMEs.

A profile deviation analysis was used to empirically support all the hypotheses. Hence, the profile deviation technique could be used in profiling the SME owners as a fit among the EM dimensions, marketing strategy typology, and marketing performance. This study adds to research on profile deviation analysis which have been successfully used by some marketing science studies (Malhotra et al., 2013).

Managerially, SME owners who want to achieve better performance than competitors should combine EM dimensions with marketing strategy. The two most important entrepreneurial marketing dimensions for SME owners are value creation (creating value added for customer) and opportunity focus (focus pursuing opportunities). The aggressive marketers are those with SME profile showing best growth and profitable performance. The aggressive marketers are SMEs owners who use most of marketing strategy aggressively and the EM dimensions. In other words, the aggressive marketers' type is the ideal profile for SMEs.

Therefore, SME owners should implement the marketing activities aggressively in their daily lives. Those marketing strategies include developing the unique or different product with strong brand and unique packaging that differ from than their competitors (product mix), setting the price in accordance with target market and offering attractive prices to attract new customers periodically (pricing), choosing the right location near target market and delivering the products as promised (placement). Additionally, SME owners should optimise their nonmonetary sales promotion such providing bonus or gifts to make the customer feel special. Additionally, digital promotion by using social media or website and can generate positive Word of Mouth from their social media activities.

Besides those mix strategies, SME owners also should provide personalised customer service. This will help to build its good reputation and develop trust not only with its customer but its suppliers, vendors, investors, and other stakeholders in their network (reputation and networking). SME owners also should enhance their knowledge and skills, both in entrepreneurial marketing and marketing strategies (competency). They could be a member of a business community or learn from the training and mentoring process.

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