

Entrepreneurial Marketing: Conceptualizations, Dimensional Peculiarities and Research Instrumentation

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Abstract: Marketing and entrepreneurship are interrelated business activities. The entrepreneurial marketing construct has been associated with myriad of conceptualizations. Generally, entrepreneurial marketing is a creative, mainly unstructured, and vital practice for marketing decision-makers to achieve business efficiency and effective within their relevant contextual settings of operations. It is concerned with doing something new with ideas, goods, services, processes, or technology and refining these ideas, goods, services and processes to market segments and environments of interest in order to meet the market needs, demands, and opportunities in a new or different way. This means that entrepreneurial marketing is an innovative and creative process of marketing goods, services, and ideas to target market segments and environments of interest that have been hitherto unexploited. This conceptual paper synthesizes materials from relevant extant literature to conceptualize the entrepreneurial marketing construct, presents its dimensional peculiarities, and proposes a research agenda (with a research instrument) to investigate the construct in different business and cultural settings. The paper has theoretical and practical forms of values, especially when situated within different cultural (developed and developing countries) and business contexts (small and large business organizations).

Keywords: entrepreneurship; entrepreneurial marketing; marketing; innovation; entrepreneurial marketing research instrument

Abstrak: Pemasaran dan kewirausahaan merupakan kegiatan bisnis yang saling berkaitan. Konstruksi pemasaran kewirausahaan dikaitkan dengan banyak konseptualisasi. Secara umum, pemasaran wirausaha adalah praktik kreatif, tidak terstruktur, dan penting bagi pembuat keputusan pemasaran untuk mencapai efisiensi bisnis dan efektif dalam pengaturan kontekstual operasi yang relevan. Hal ini berkaitan dengan melakukan sesuatu yang baru dengan ide, barang, layanan, proses, atau teknologi dan menyempurnakan ide, barang, layanan, dan proses tersebut ke segmen pasar dan lingkungan yang diminati untuk memenuhi kebutuhan pasar, permintaan, dan peluang melalui cara yang berbeda. Ini berarti bahwa pemasaran wirausaha adalah proses pemasaran barang, jasa, dan ide yang inovatif dan kreatif untuk menargetkan segmen pasar dan lingkungan yang diminati yang sampai sekarang belum tereksplorasi. Tulisan ini memadukan literatur yang ada untuk sebuah konsep konstruksi pemasaran kewirausahaan, menyajikan kekhasan dimensinya, dan menawarkan agenda penelitian (dengan instrumen penelitian) untuk meneliti konstruksi dalam pengaturan bisnis dan budaya yang berbeda. Makalah ini memiliki bentuk nilai teoretis dan praktis, terutama ketika berada dalam budaya yang berbeda (perbandingan negara maju dan berkembang) dan konteks bisnis berbeda (perusahaan kecil dan besar).

Kata Kunci: kewiraswastaan; pemasaran kewirausahaan; pemasaran; inovasi; instrumen riset pemasaran kewirausahaan

INTRODUCTION

Marketing is one of the organic functions of an entrepreneurial business concerned with the creation of mutually satisfying exchange transactions and relationships. According to Haeckel (1997), marketing is not only an organic function of business; it is the organic function of business for the future for any type of organization. It is the business function that identifies the needs and wants of present and potential customers/clients, assesses the extent of these needs and wants, and endeavours to satisfy them in the most efficient, effective and beneficial manner in relevant marketing environment(s). Generally, marketing approaches are used to address issues in the environment (Nieuwenhuis, 2018), and understanding the relevant marketing environment is important for efficient and effective marketing decisions.

Marketing, generally, can be conceptualized as identifying and satisfying human, organizational and societal needs and wants beneficially. It is concerned with creating valuable mutually-beneficial exchange transactions and relationships between/among marketers and markets. The major common strand in both entrepreneurship and marketing is a focus on identifying and exploiting beneficial opportunities. However, while entrepreneurship places more emphasis on the needs and wants of the entrepreneur, the firm, and its stockholders, marketing focuses on creating satisfaction for customers, clients and other significant stakeholders. In addition, some concepts associated with traditional marketing do not have relevance for marketing practices in entrepreneurial contexts, hence the need for entrepreneurial marketing with its concepts and conceptualizations (Sadiku-Dushi et al., 2019).

Entrepreneurial marketing is an aspect of marketing concerned with identifying and exploiting beneficial marketing opportunities by using creative and innovative marketing practices and strategies to produce goods, services and ideas that offer superior utility for customers/clients and entrepreneurs. This paper discusses some conceptualizations of the entrepreneurial marketing construct, with its dimensions, and presents a research instrument that may guide future research efforts.

LITERATURE REVIEW

Conceptualizations of the entrepreneurial marketing construct

Every discipline develops via contributions from other cognate disciplines (Varadarajan, 2020). Entrepreneurship, as a discipline, is expected to have generally acceptable framework for its conceptualizations in order to have theoretical and practical forms of utility (Shane & Venkataraman, 2000). However, there has been no consensus with regard to entrepreneurship conceptualizations. This is because entrepreneurship is a heterogeneous discipline having contributions from many cognate disciplines and with research objectives that lack general agreement (Bruyat & Julien, 2001). The first person to coin the word “entrepreneurship” in the 18th century was Richard Cantillon, and he defined entrepreneurship as a business activity concerned with bearing the risk of purchasing goods and services at certain prices and selling at uncertain prices. In some of the conceptualizations of entrepreneurship in extant literature, researchers and scholars have focused on the connections between entrepreneurial individuals and business opportunities (Eckhardt & Shane, 2003), particularly with regard to finding and exploiting relevant opportunities in their environments (McKelvie et al., 2018; Radaelli et al., 2018). Therefore, entrepreneurs, via their entrepreneurial activities, are vital in the creation of employment, production of goods and services, and identification and exploitation of business opportunities in the environment (Omrane et al., 2018). However, conceptualizations of entrepreneurship have been subjected to some debates (De Massis et al., 2018). Subramanya (2022) argues that there has been an increased growth in the entrepreneurial ecosystem for more than a decade, and entrepreneurial ecosystems affect to varying degrees of entrepreneurial practices and activities (Bouncken & Kraus, 2022), and are used to explain entrepreneurial practices and activities (Cantner et al., 2020). This has necessitated the emergence of different forms of entrepreneurial managerial practices such as entrepreneurial marketing.

Entrepreneurship, generally, may be conceptualized as the identification and beneficial exploitation of relevant opportunities in the environment using available resources. This means that opportunities, environment, benefit, and resources are some of the salient concepts associated with entrepreneurship. An entrepreneur, among other things, is that person who creates a business enterprise, establishes it, and

manages it to survival and success. Entrepreneurship can, also, be conceived as a process, which involves the efforts of an individual or an organization in identifying viable opportunities in a business environment and obtaining and managing the relevant resources needed to exploit those opportunities efficiently and effectively. It involves capturing of ideas, converting the ideas into goods and services, and then building a business venture to take the goods and services to the relevant market segments that need and want the goods and services. Also, entrepreneurship has been seen as a maturing aspect of scholarly inquiry with regard to its complex analysis, critical reflexivity and research direction (McAdam, 2012; Marlow & Dy, 2018), and represents an organizational and/or individual managerial behaviour. Entrepreneurship policies and education share homogeneous aims (Aly et al., 2021), and entrepreneurship orientation practices, including entrepreneurial marketing practices, have been implicated to assist in the identification of business opportunities for new business firms in developing economies (Anwar et al., 2022).

Many conceptual issues in marketing are derived from other cognate disciplines (Hunt, 2020; Varadarajan, 2020), and entrepreneurial marketing is one of such issues. The entrepreneurial marketing construct has its origins and conceptualizations (Lehman et al., 2014). Conceptualizations of the construct are not well established and agreed upon as a result of many cognate disciplines contributing to the construct (Jones, 2010; Ferreira et al., 2019). Therefore, there are many definitions and conceptual mixtures of entrepreneurial marketing (Kraus & Harms, 2010), and it is a theoretical construct that has not developed sufficiently with regard to conceptualizations, principles, and practical tools and techniques (Ionita, 2012). Also, entrepreneurial marketing has evolved from relevant literature in management and entrepreneurship (Miles et al., 2015), in addition to marketing, and relevant research works have utilized myriads of research methods and methodologies (Hills & Hultman, 2012). However, there have been growing scholarly and managerial interests in the relevance of marketing in entrepreneurship both for small and large business organizations (O'Cass & Morrish, 2016). Entrepreneurial marketing has evolved as a consequence of the seeming waning in relevance of traditional marketing concepts and strategies.

Entrepreneurial marketing has also evolved as a result of the similarities between entrepreneurship and marketing (Kilenthong et al., 2016). Entrepreneurial marketing, as a concept, was introduced in 1982, is used by entrepreneurial firms when traditional marketing approaches and strategies seem unsuitable or inadequate (Sadiku-Dushi et al., 2019), and seems not to have theoretical and conceptual foundations, scope and consensus (Hunt, 2015; Lunde, 2018). Although there are many conceptualizations of the entrepreneurial marketing construct in relevant extant literature, Sodhi and Bapat (2020) lament about the lack of consensus associated with conceptualizations of the construct. However, there seems to be consensus that entrepreneurial marketing is significantly distinct from traditional marketing (Hills et al., 2008).

Entrepreneurial marketing, generally, refers to doing something new with ideas, goods, services, or technology and refining these ideas, goods, services to market segments and environments of interest in order to meet the market needs, demands, and opportunities in a new or different way. This means that entrepreneurial marketing is an innovative and creative process of marketing goods and services to target market segments and environments of interest that have been hitherto unexploited. It is a supportive process having the entrepreneur and customer or client as the major elements in the entrepreneurial marketing environment (Morrish, 2011). It is marketing characterized by innovativeness, risk-taking, proactiveness, and strive for opportunities in the environment, in addition to entrepreneurial mindset tendencies (Kraus & Harms, 2010). It also means being innovative and creative in the marketing practices and strategies used by firms to address the needs and wants of market segments of interest in specific marketing environments in order to achieve set marketing goals and objectives. This can be done by making relevant product decisions, situating the product in unique places, promoting it through unconventional methods, uniquely pricing the product, among other marketing practices and strategies for specific market segments of interest in marketing environments. Therefore, market segments, marketing environment, creative and innovative marketing practices and strategies, and achievement of set marketing goals are the salient interrelated issues in entrepreneurial marketing.

Entrepreneurial marketing can also be conceptualized as the proactive identification and exploitation of opportunities for acquiring and retaining beneficial clients and customers through innovative marketing practices and strategies. It is associated with companies operating in uncertain

business environments (Whalen et al., 2016; Rashad, 2018), and applies unorthodox/nontraditional marketing practices and strategies to help business enterprises to operate in market segments of interest to define their identities in the minds of consumers/clients. It is used to describe all types of organizational practices and strategies that proactively engage in risk-taking innovations in order to operate and survive in their relevant marketing environments or ecosystems in order to achieve marketing goals and objectives.

It has been conceptualized as a mixture of innovativeness, proactiveness, and risk-taking tendencies which produce, inform and offer utility to clients, customers, business entrepreneurs, marketers and other significant stakeholders (Whalen et al., 2016). It is associated with the marketing activities of firms which are small with limited resources. These firms need to be creative and innovative, via entrepreneurial marketing, in order to survive in their marketing environments. It is a less sophisticated and informal marketing practice relevant to businesses, especially small and medium-sized enterprises. Also, it is a different way of doing marketing connecting entrepreneurship, marketing, innovation, creativity, and drive for customer and client satisfaction which are beneficial to the entrepreneurial organization (Jones et al., 2013). Entrepreneurial marketing combines relevant aspects of marketing and entrepreneurship and has alternative perspectives and strategies which include guerrilla marketing, radical marketing, expeditionary marketing, and disruptive marketing, among others (Morris et al., 2002). Some aspects of entrepreneurial marketing strategies include relationship Marketing, expeditionary Marketing, one-to-one marketing, real-time marketing, viral marketing, digital marketing, and guerrilla marketing. Generally, entrepreneurial marketing can be applied in such areas as small and medium enterprises, education, cultural services, tourism, non-profit and charity organizations, among others. Specifically, Ghods (2019) has documented the relevance of entrepreneurial marketing concepts and strategies in social enterprises.

Although Morrish et al. (2010) posit that entrepreneurial marketing firms are associated with traces of traditional marketing practices and strategies, there are some distinctions between entrepreneurial marketing and traditional marketing practice with regard to business orientations, strategic and tactical level foci, marketing information gathering capabilities and benefits, budgeting practices, and target market segments of interest (Stokes, 2000; Hills & Hultman, 2012; Ionita, 2012). Generally, marketing innovations via entrepreneurial marketing practices are likely to assist in achieving organizational efficiency and effectiveness.

Dimensions of the Entrepreneurial Marketing Construct

The key concepts in entrepreneurship business generally include risk taking, proactivity, innovation, sensitivity and exploitation of opportunities, resources, environment, and efficient and effective management of the organic business functions in an entrepreneurial business, among others. Generally, the organic business functions in an organization include production, marketing, finance, and personnel/human resource. These business functions are supposed to be interrelated in their impacts towards managerial practices and performances, and the management functions of planning, organizing, leading, motivating, communicating, and controlling, among others, are performed in each of the organic business functions. Marketing is one of the organic functions of any business with its managerial activities. Some aspects of the marketing discipline, including entrepreneurial marketing, can benefit from conceptual treatment (Hulland, 2020). Entrepreneurial ecosystem is a salient issue in entrepreneurship (Fernades & Ferreira, 2022). It is a major vector predicting entrepreneurial marketing practices and strategies.

Entrepreneurial marketing may be conceptualized as marketing practices and strategies, of varying dimensions, undertaken by companies or entities operating in uncertain business ecosystems and which are exposed to relevant resource limitations. There is no consensus in relevant extant literature regarding the major dimensions of entrepreneurial marketing (Kilenthong, 2015). For instance, according to Nwankwo and Kanyangale (2020), some dimensions of the entrepreneurial marketing construct include innovativeness, proactiveness, calculated risk-taking, resource leveraging, customer intensity, value creation, market sensing, alliance formation and teamwork. In addition, based on the works of Morris et al. (2002), Hills et al. (2008), Hamali (2015), Kilenthong et al. (2015), Kilenthong et al. (2016) and Hisrich and Ramadani (2017), among others, some of the major dimensions of entrepreneurial marketing include proactive orientation/future orientation, innovativeness, focus on the customer/client, sensitivity to and exploitation of opportunity, risk management, and utility creation.

Also, some of the peculiarities associated with firms that utilize entrepreneurial marketing strategies include lack of appreciable economies of scale; limited resource availability; limited geographical presence; limited market image; small market share; small specialized managerial resources or expertise; decisions are made under more imperfect information conditions than in larger firms; substantial scarcity of time with respect to major management tasks; scarcity of professional managers; and combination of business and personal goals. Empirically, Hamali (2015) has investigated the performance impact of the entrepreneurial marketing dimensions of proactiveness, calculated risk-taking, innovativeness, opportunity focus, resource leveraging, customer intensity, value creation and legitimacy, concluding on the positive impact of proactiveness, resource leveraging, value creation and customer intensity on some performance measures.

Entrepreneurship Marketing Research

Entrepreneurship activities are being emphasized in many sectors of national economies worldwide, including the education sector (Abidi et al., 2022). A major activity associated with entrepreneurship, including entrepreneurial marketing, is research (academic and applied). Entrepreneurial marketing research has many forms of usefulness. It is needed to expand the frontiers of relevant knowledge regarding the entrepreneurship marketing construct, in addition to guiding efficient and effecting decisions in entrepreneurial marketing activities. It is the systematic, objective conceptualization of an entrepreneurial marketing problem, and the consequent collection, analysis, and reporting of relevant data to address the identified problem (Osuagwu, 2008).

Resource acquisition has been implicated as a salient challenge confronting entrepreneurial management tendencies (De Crescenzo et al., 2022). This applies to information resource challenges confronting managerial decisions in the organic business functions of marketing, finance, production, and human resource management, among others. Relevant information resources required for effective entrepreneurial marketing decisions can be acquired via entrepreneurial marketing research activities. Relevant extant literature reveals that entrepreneurship, including entrepreneurship marketing, has been seen as a maturing aspect of scholarly research with regard to its complex methodology, analysis, critical reflexivity and research direction (McAdam, 2012; Marlow & Dy, 2018). Chwolka and Raith (2022) posit that certain tendencies of entrepreneurs have to be researched from the views of the relevant entrepreneurs in order to have a better, comprehensive and beneficial understanding of those tendencies. This may warrant the use of appropriate research methods (qualitative and quantitative) to investigate those tendencies.

Generally, research is concerned with the systematic search for new knowledge through understanding and application of appropriate methods in order to provide valid and reliable data and information and draw conclusions (Christiani, 2016; Osuagwu, 2020). Research may be undertaken in an organization when gaps exist between organizational knowledge and empirical methods (McNichols, 2000). According to Sa and Serpa (2020), any scientific research by an entity comprises two aspects: the process and the product. The *process* deals with the methods used to address the problem of research interest, while the *product* deals with results emanating from the Process. Generally, research methods are the foundation for the generation of data, information and knowledge in any discipline, including entrepreneurial marketing, and are influenced by relevant research, paradigm or philosophy of interest to the researcher or entity (Pinsonneault & Kraemer, 1993; Dube & Pare, 2003; Osuagwu, 2020).

Entrepreneurial marketing research is the organized and objective conceptualization of an entrepreneurial marketing problem, and the gathering, recording, and analysis of such data and information for entrepreneurial marketing decision-making. It attempts to source data and information for entrepreneurial marketing decisions from every aspect of the entrepreneurial marketing environment. Many forms of methods and techniques are needed to conduct entrepreneurial marketing research with regard to cognate research issues such as research design, sampling, measurement, data collection and analysis approaches, in addition to reliability and validity test. Such methods and techniques are purposed to provide reliable and valid data and information that will assist in clarifying entrepreneurial marketing problems, expand frontiers of knowledge in entrepreneurial marketing issues, and achieve relevant forms of efficiency and effectiveness in decision-making in cognate entrepreneurial marketing activities. Toghraee et al. (2017) have argued for the need to move forward in the area of entrepreneurial marketing research with clear-cut focus and scope in order to open-up more relevant and valuable research opportunities for entrepreneurship scholars and practitioners.

CONCLUSION

This paper has discussed entrepreneurial marketing conceptualizations and dimensional peculiarities, concluding that the construct has various conceptualizations and dimensions. The various conceptualizations and dimensions of entrepreneurial marketing may lead to different practices and strategies associated with the construct, in addition to the approaches and techniques used in measuring the construct in different entrepreneurship ecosystems. In addition, the construct has witnessed some interest among theorists, researchers and entrepreneurs. However, many conceptional, practical and empirical issues demand attention with regard to the entrepreneurial marketing construct in different contextual settings.

Implications and Research Direction

There are many unsettled arguments regarding entrepreneurial marketing conceptualizations, exhibitions, scope, nature, dimensions, drivers and relationships with organizational performance measures in different entrepreneurship ecosystems. There is need to address the equivocation arising from these unsettled arguments. Therefore, it is suggested that further research, using relevant measurement instruments that have contextual relevance, be undertaken to provide insights regarding the entrepreneurial marketing practices and dimensions of firms operating in different business contexts (business size (small and big); products offered (goods/service); business objective (profit and non-profit); and operating environments (developed/emerging economies), among others.

An attempt has been made in this paper to craft a research instrument (attached), which has been developed from relevant extant literature (Stokes, 2000; Morris et al., 2002; Hills et al., 2008; Morrish et al., 2010; Hills & Hultman, 2012; Ionita, 2012; Hamali, 2015; Kilenthong et al., 2015; Kilenthong et al., 2016; Hisrich & Ramadani, 2017), that may assist in the suggested areas of further research. In addition to the attached research instrument, it is suggested that triangulation (combination) of research methods (quantitative and qualitative approaches) be utilized to explore relevant entrepreneurial marketing issues in research contexts of interest and anchored on some theoretical frameworks such as as the resource-based view, theory of planned behaviour, and transactional leadership, among others. The suggested areas of research are likely to shed more light and expand theoretical and practical forms of knowledge on entrepreneurial marketing practices and dimensions, and assess the psychometric properties of the research instrument/questionnaire included in this paper. According to Martin (2009), periodic assessment of relevant aspects of marketing theory, including entrepreneurial marketing theory, helps to create scholarly relevance. This relevance can be achieved in entrepreneurial marketing via periodic empirical testing of relevant aspects of the entrepreneurial marketing construct in different contexts using contextually relevant research instruments, especially in emerging economies with limited scope in research (Kivenzor, 2015). Presently, our understanding of the entrepreneurial marketing construct in different business and cultural contexts seems scanty, evolving, opaque, theoretically weak, and laced with traces of equivocation.

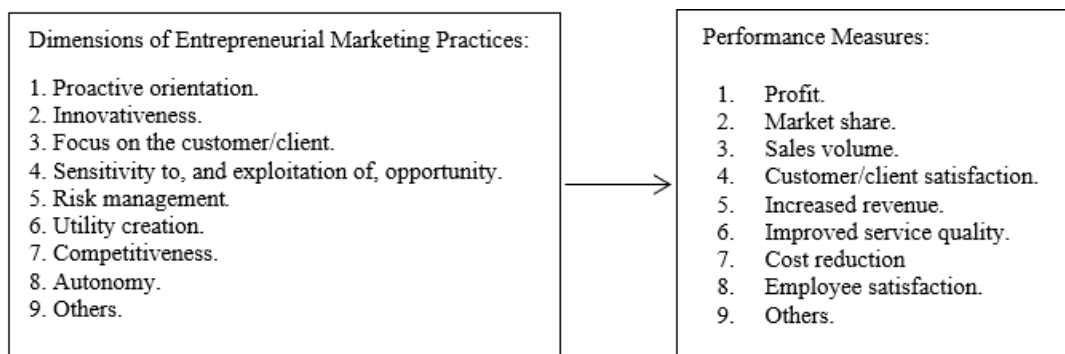


Figure 1. Conceptual Framework of the Study of Entrepreneurial Marketing Practices

Generally, dimensions of entrepreneurial marketing practices are expected, and have been implicated in relevant extant literature, to impact organizational performance measures. Based on relevant literature, it may be proposed that dimensions of entrepreneurial marketing orientation have impacts on organizational performance measures. Therefore, based on relevant extant literature, the conceptual framework (see Figure 1) is recommended for future relevant studies.

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Appendix A

Entrepreneurial Marketing Practices Questionnaire

To what extent do you agree with the following statements concerning the entrepreneurial marketing practices in your organization? (Answer by selecting one of the alternatives 6, 5, 4, 3, 2, and 1. You may add comments to justify your answers):

- 6 = very high extent.
5 = high extent.
4 = average extent.
3 = low extent.
2 = very low extent.
1 = no extent at all.

| S/N | Aspects of Entrepreneurial Marketing Practices | Respondent's Choice | | | | | | Comments |
|-----|--|---------------------|---|---|---|---|---|----------|
| | | 6 | 5 | 4 | 3 | 2 | 1 | |
| 1. | In your organization, every employee has a real passion for continually changing the way goods/services are marketed in the firm's business. | | | | | | | |
| 2. | Your organization is frequently one of the first in the community to alter its marketing methods. | | | | | | | |
| 3. | Your organization consistently monitors and improves its marketing approaches/methods. | | | | | | | |
| 4. | Your organization regularly pursues untapped market opportunities regardless of resource (budgetary or staff) constraints. | | | | | | | |
| 5. | When new market opportunities arise, your organization very quickly acts on them. | | | | | | | |
| 6. | Your organization regularly introduces new products or processes. | | | | | | | |
| 7. | Your organization puts strong emphasis on new and innovative products or processes | | | | | | | |
| 8. | Your organization has increased the number of products (goods/services) offered during the last two years. | | | | | | | |
| 9. | Your organization is continuously pursuing new business opportunities. | | | | | | | |
| 10. | There have been dramatic changes in your organization's products or processes in the last few years. | | | | | | | |
| 11. | Your organization excels at identifying marketing opportunities. | | | | | | | |
| 12. | Your organization puts strong emphasis on continuous improvement in its product delivery processes. | | | | | | | |
| 13. | Your organization creates solid relationships with customers/clients through its marketing efforts. | | | | | | | |
| 14. | Your organization spends considerable resources continually trying to learn more about each of its customers/clients. | | | | | | | |
| 15. | Your organization's marketing efforts reflect knowledge of what your customers/clients really want from your goods/services. | | | | | | | |
| 16. | In your organization, communicating with customers/clients is a great way to identify innovation opportunities. | | | | | | | |
| 17. | Innovation is the key to achieving competitive advantage in your organization. | | | | | | | |
| 18. | Your organizational staff contribute a lot of ideas to innovations undertaken in your organization. | | | | | | | |
| 19. | When your organization decides to pursue a new marketing direction, it does so in stages rather than all at once to reduce the risks involved. | | | | | | | |
| 20. | Your organization is, most times, the first to introduce new goods/services. | | | | | | | |
| 21. | Your organization, most times, initiates/starts goods/services which other competitors respond to or copy. | | | | | | | |
| 22. | Your organization always seeks new goods/services or processes in its business activities. | | | | | | | |
| 23. | Your organization always monitors market trends, including future needs of its customers/clients. | | | | | | | |

| | | | | | | | | |
|-----|---|--|--|--|--|--|--|--|
| 24. | Your organization adopts very competitive marketing practices in order to outperform other competitors. | | | | | | | |
| 25. | Your organization's marketing efforts tend to have a low level of risk. | | | | | | | |
| 26. | Your organization typically uses creative, low-cost way to reduce risks associated with new marketing activities. | | | | | | | |
| 27. | Your organization expects every employee to be looking for ways the organization can create more value for its customers/clients. | | | | | | | |
| 28. | In your organization, employees contribute to ideas to create value for customers/clients. | | | | | | | |
| 29. | Your organization continuously tries to find new ways to create value for its customers/clients | | | | | | | |
| 30. | All things considered, your organization emphasizes innovativeness (i.e., your organization puts strong emphasis on developing new goods/services & processes) in its marketing activities. | | | | | | | |
| 31. | All things considered, your organization emphasizes risk-taking (i.e., your organization prefers to take on high-risk marketing projects) that offer the chance of a very high return. | | | | | | | |
| 32. | All things considered, your organization emphasizes competitiveness (i.e., your organization typically adopts a very competitive approach that is very aggressive and intense) in its marketing activities. | | | | | | | |
| 33. | All things considered, your organization emphasizes proactiveness (i.e., your organization has a strong tendency to be ahead of competitors) in its marketing activities. | | | | | | | |
| 34. | All things considered, your organization emphasizes autonomy (i.e., your organization supports and encourages individuals and/or teams to identify the best business opportunities and take advantage of them without constantly referring to their supervisors) in its marketing activities. | | | | | | | |

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