Brand orientation and small and medium-sized enterprises performance in Bauchi metropolis

Suleiman Garba Aminu[1] and Mukhtar Shehu Aliyu[2]

[1]*Department of Business Administration, Bauchi State University, Gadau – Nigeria.*
[2]*Department of Business Administration and Entrepreneurship,*
Bayero University, Kano – Nigeria.

Corresponding Email: sulaymangaminu@gmail.com

Abstract
The role of small and medium-sized enterprises (SMEs) in developing a nation's economies has been fully acknowledged in extant literature. SMEs help strengthen economies, create a diversified source of national income and improve the country's competitiveness. However, especially in developing economies like Nigeria, SMEs face severe financing, management, marketing and technology challenges. Similarly, studies have yet to be conducted to ascertain SMEs' performance that is attributable to their brand management efforts. Therefore, this paper seeks to examine the impact of branding on SMEs' performance in an emerging economy like Nigeria. Furthermore, the paper empirically investigates the relationship among dimensions of brand orientation like brand value, brand norms, marketing culture and brand-building behaviour. Based on data collected from SMEs in Bauchi metropolis, hypotheses were tested using statistical package for social science (SPSS V23). The study found the relationship between brand value – SMEs brand performance, brand norms – SMEs brand performance, brand building behaviour – SMEs brand performance and marketing culture – SMEs brand performance were significant.

Keywords: Brand orientation, Marketing culture, SMEs Performance

1. Introduction
Small and medium-sized enterprises (SMEs) role in developing nation's economies have been fully acknowledged in extant literature (Ibrahim, 2015; Dzisi & Ofosu, 2014; Miles et al., 2017; Adel et al., 2020). SMEs help strengthen economies, create a diversified source of national income and improve the country's competitiveness. According to the Steering Group (2019), SMEs' contribution to GDP in Japan and China is about 60%, while in Middle Eastern countries like UAE, SMEs constitute more than 50% of GDP. In sub-Saharan Africa, SMEs constitute over 90% of business operations and 50% of the labour force (Kawira, 2021). In countries with a lower income per capita, SMEs have a higher impact on the employment level of about 78% compared to countries with a

more significant income, where the percentage goes down to 59% (The Steering Group, 2019)

However, in developing economies, specifically Nigeria, SMEs need help with financing, management, marketing and technology (Ibrahim & Shariff, 2016). Despite attracting scholarly and practitioner attention in recent times, evidence suggests that studies on branding in the context of small business are few and far between in marketing literature (Juntunen, 2014; Odoom, 2016) despite the acclaimed role of branding in SMEs performance (Asamoah, 2014; Centeno et al., 2013).

Hsiao and Chen (2013) have found the significant contributions of branding to small and medium-sized enterprises (SMEs). Similarly, Agostini et al. (2015) reported that branding affects the sales

performance of SMEs. However, studies have yet to be conducted to ascertain SMEs' performance that is attributable to their brand management efforts. Osakwe, Palamidovska-Sterjadovska, Mihajlov, and Ciunova-Shuleska (2020) have argued the need to deconstruct brand orientation into a multidimensional concept to understand better its impact on SME performance, particularly in developing economies. Therefore, this paper seeks to examine the impact of branding on SMEs' performance in an emerging economy like Nigeria. Furthermore, the paper empirically investigates the relationship among dimensions of brand orientation like brand value, brand norms, marketing culture and brand-building behaviour.

2. Literature Review
2.1 SMEs and SMEs Performance
Defining SMEs is based on the economic realities of each country. Centeno and Hart (2012) posit that attributes such as the total number of employees, the amount of revenue generated by a company, and financial assets may be used as bases for defining SMEs. Nigerian SMEs refer to manufacturing, service and trade businesses with a total asset (excluding land and building) of 5–500 million Naira and a workforce of 10–200 employees (SMEDAN, 2012). However, should there be an overlap in classification between employment and assets criteria, the employment-based definition takes precedence, and the SMEs would be defined based on the number of employees (SMEDAN, 2008, 2012).

Different scholars have employed various performance indices to measure SME performance. Studies in marketing as an academic field of research have used firm growth and efficiency (Sadiku-Dushi et al., 2019; Hacioglu et al., 2012). Similarly, Moullin (2007) posits that firm performance comprises outstanding practices in managing and delivering value for customers and stakeholders.

Furthermore, looking at SME performance from an entrepreneurial perspective, Sandberg (2003) conceptualises performance as the ability to survive, grow and contribute to creating employment and alleviating poverty. Previous studies relate high growth and performance of a firm in its marketing endeavours (Nwankwo & Kanyangale, 2020).

Brand value is offered in tripartite ways to various business stakeholders. Perment (2008) posits that firms provide emotional value to the consumers of their products and rational brand value to their business customers while simultaneously providing operational efficiency of brand value to both consumers and customers. SMEs' performance is enhanced by the ability to provide these three types of brand value (Keller & Lehmann, 2006). Kucharska et al., (2018) defined brand value as the long-term planning outcome of marketing efforts of a firm useful to measure the efficacy of efficiency of other strategies employed by the firm.

Brand norms emanate from consumer brand relationship based on social psychology literature (Clark & Mills,1993). Aggarwal (2004) conceptualize that consumers evaluate brands, and the actions and behaviour they exhibit towards the brand is akin to the norms of their exchange relationship or communal relationship with people in real life situations. In other words, brands are evaluated as if they are members of a culture and therefore, conform to the norms of relationships consumers form. The actions of the brand are evaluated negatively if they violate the norms of relationship and vice versa.

2.2 Hypotheses development
Barrett (2010) conceptualises brand value as company cultures that reflect externally what the organisation stands for. Brand values reflect the organisation from the inside, mirroring what the organisation behind is consistent with from the outside. In the context of SMEs, owners'/managers' values regarding ethics, resourcefulness,

and creativity all aggregate towards building brand value. Similarly, brand norms indicate the expectations about behaviour or actions usually shared by a social group (Homburg & Pflesser, 2000). The fundamental values of an organisation form the bedrock of its norms. Consequently, this paper hypothesises as follows:

H₁ Brand values positively associated with SMEs' brand performance

H₂ Brand norms positively associated with SME brand performance

Brand-building behaviour is SMEs' deliberate efforts towards building strong and positive brand equity (Baumgarth & Schmidt, 2010). In other words, Agostini, Filippini, and Nosella (2015) present concrete steps and actions organisations take to build brands. It can be deduced that any firm's deliberate and committed attempt at using the corporate brand identity as a market-based asset is a brand-building behaviour. Dedicating a firm's resources and time to positive brand practices and strengthening corporate values and norms has been associated with brand orientation (Baumgarth, 2010). Further evidence in the literature also suggests that brand orientation at a higher level indicates brand-building behaviour (Schmidt et al., 2017). In line with this evidence from extant research, this study further hypothesises as follows:

H₃ Brand-building behaviour is positively associated with SMEs' brand performance.

However, despite the preceding arguments by brand management scholars, SMEs' brand performance needs to be given adequate attention, and the metrics for measuring such performance still leave much to be desired (Chokpitakkul & Anantachart, 2020; Odoom, 2017). Appraising an SME's brand remains at the mercy of customer feedback and other indirect measures like sales and financial performance (Muhonen et al., 2017). Several empirical studies have highlighted the relationship between marketing culture

and market-related SME performance (Morgan & Vorhies, 2018; Joseph & Kibera, 2019). Similarly, Webster (1993) concluded that "there is a significant relationship between the importance placed on marketing and a firm's performance". Kotler (2013) defined marketing effectiveness as operational efficiency, marketing information, strategic orientation and customer philosophy. All these concepts put together, according to Webster (1993), are the scale through which an Organisation's marketing culture can be measured. Still in the same vein, Appiah, Fyall, & Singh, S. (2000) found "that service firms which give greater attention to the development of organisational variables such as service quality, innovation, interpersonal relationships, internal communication, organisation and selling generally exhibit relatively higher levels of performance in of customer satisfaction, customer retention and profitability" (p. 166). Furthermore, Appiah et al. (2000) found a positive relationship between marketing culture and customer retention. Consequently, the following hypothesis can be developed from the preceding discussion.

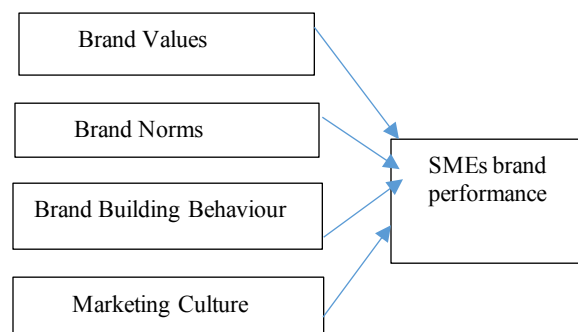*H₄ Marketing culture is positively associated with SMEs' brand performance.*

Figure 1: Research framework

3. Methodology

A framework was developed based on the review of related literature and the development of hypotheses. This study used a quantitative approach to measure the

framework's constructs and their relationships. This aligns with previous similar studies conducted on brand orientation (Baumgarth, 2010; Schmidt et al., 2017; Osakwe et al., 2020). figure I above shows the direct relationships between brand orientation dimensions and SME brand performance. The population of this study encompasses all SMEs in the Bauchi metropolis of Bauchi state, northeast Nigeria. Due to the non-availability of a sampling frame of SMEs in the Bauchi metropolis, a non-probability convenient sampling technique was used to collect primary data. This aligns with previous related studies (Yang & Panama, 2014; Adel et al., 2020).

A self-administered questionnaire was distributed to 120 SMEs in the Bauchi metropolis, of which only 72 were successfully retrieved. The study adopted the questionnaire for independent and dependent variables from previous studies (Becherer et al., 2012; Li et al., 2009; Sadiku-Dushi et al., 2019). Precisely, brand orientation was measured in terms of four dimensions, namely, brand value (four items), brand norm (three items), brand building behaviour (three items), and marketing culture (four items). The measurement items for brand orientation comprising the first-order reflective measures of brand values, brand norms and brand-building behaviour were adapted from (Baumgarth, 2010 and Osakwe et al., 2020). The items used to measure marketing culture were adapted from Coleman (2011). Concerning the dependent variable, SME performance was assessed regarding the company's efficiency (Sadiku-Dushi et al., 2019) and market growth following the study of Becherer and Helms (2016).

The data collected were appropriately analysed to ascertain whether or not the hypotheses formulated have been supported. It is also to determine whether the study's objectives have been substantiated. SPSS version 23 was used to analyse the data because of its predictive technique (Sanchez-Franco, 2006). Although the previous study used STATA to analyse its data, this study used SPSS to ascertain if there would be any variation in the findings.

4. Results and Discussion

For entry of data and coding, we used Statistical Package for Social Sciences (SPSS) version 23. The SPSS variable view was customised to suit the analysis objectives. In order to achieve that, serial number was assigned to each case to ease identification. The demographic variables were labelled accordingly, while all the items in the questionnaire were labelled with a code as follows: Brand value items were labelled BV1-BV4, and brand norms were labelled BN1, BN2, and BN3. Brand building behaviour was labelled BBB1, BBB2, and BBB3, while marketing culture was labelled MC1 to MC4—lastly, efficiency Eff1-Eff3, and growth Growth1-Growth4.

After successfully entering and coding the data set, we checked to ascertain if there were any missing values. A number of values (2) were found to need to be included arbitrarily for marketing culture. The missing values were, therefore, replaced using the mean substitution method (Hair et al., 2010; Tabachnick & Fidell, 2013). Skewness and kurtosis were used to determine the normality test of the measures as postulated by West, Finch, and Curran (1995).

4.1 Data Presentation

Table 4. 1 : Sample Characteristics

Demographic variable	Categories	Frequency	Percentage%
Gender	Male	92	74.2
	Female	32	25.8

Demographic variable	Categories	Frequency	Percentage%
Education	Masters	18	14.5
	BarchelorsDegree/HND	58	46.8
	Diploma	40	32.3
	Primary/Secondary	8	6.5
Years in the Profession	0-5years	6	4.8
	6-10years	44	35.5
	10-15years	68	54.8
	Above 15years	6	4.8
	30years and above		
Number of Employees	Less than 10	18	14.5
	Between 10 to 20	48	38.7
	Between 20 to 50	50	40.3
	More than 50	8	6.5

Field Survey, 2023

The respondents were asked to explain some of their sample characteristics, which include gender, education, years in the profession, ownership of the business, and number of employees. The study showed that 74.2% are male while 25.8% are female. Fifty-eight respondents, representing 46%, have at least a bachelor's degree or Higher National Diploma (HND), 32.3% have a diploma, 6.5% or eight respondents have an SSCE, and 14.5% have a postgraduate degree.).

As for the number of employees, 18 respondents had less than ten employees, equivalent to 14.5%, whereas 50 respondents (40.3%) had between 20 and 50 employees, while only 8 had more than 50 employees.

Following data coding and entry, preliminary data screening was done because it assisted the researcher in detecting any violations of the assumptions concerning data analysis (Hair, Wolfinbarger, Money, Samuel, & Page, 2012).

A normality test was also conducted to ascertain the pattern of data distribution of the constructs and its relationship with normal distribution (Tabachnick & Fidell, 2013). Normality test is basically carried out using either graphical or statistical method. Skewness and kurtosis are the main mechanisms of statistical test of normality. The normality test result revealed that data distribution is normal because the value, i.e. Z-score of both skewness and kurtosis of all indicators/items, were within the satisfactory range of less than two and not greater than seven of skewness and kurtosis, respectively. Table 4.2 shows the test of skewness and kurtosis.

Table 4.2: Test of Skewness and Kurtosis

	N	Skewness	Kurtosis
Brand Value	116	-1.971	-.872
Brand Norm	116	-.710	-.201
Brand Building	116	-1.252	-1.183

Marketing Culture	116	-.689	.237
Performance	116	.234	.408
Valid N (Listwise)	116		

Source: Researcher Design, 2023

The study also used a graphical method to check the data's normality. Normality is usually determined through histogram residual plots and standard probability plots. The histogram residual plot refers to the shape of the data distribution to an individual continuous variable and its correspondence to normal distribution. If the assumption is met, the residuals should be normally and independently distributed (Tabachnick & Fidell, 2013). The histogram and normality plots were examined and showed that the collected data followed a regular pattern because all the bars in the histogram were close to a curve. (See *Figures 4.1* and *4.2* for the Histogram and Normal P-P).
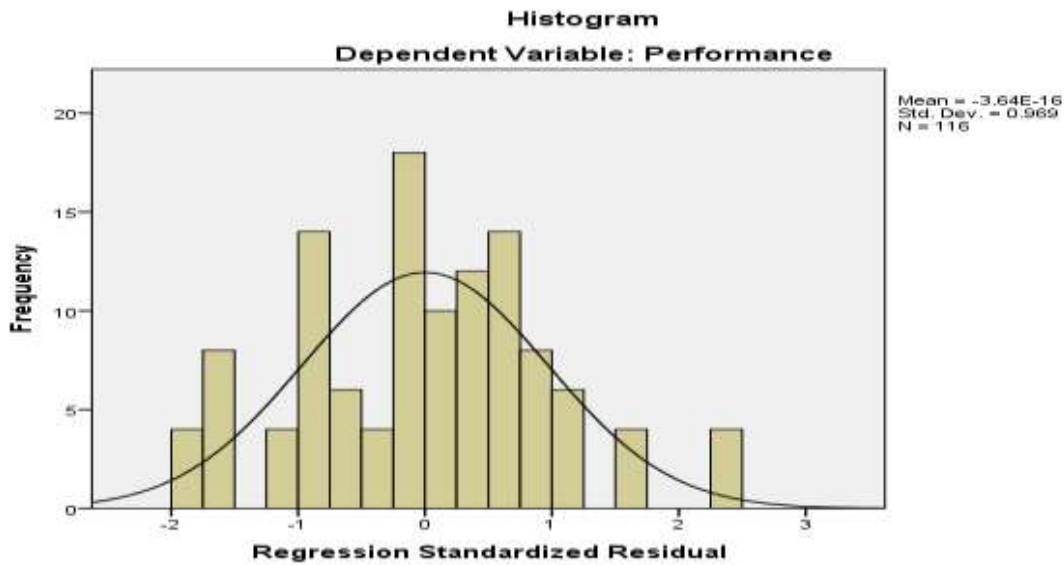

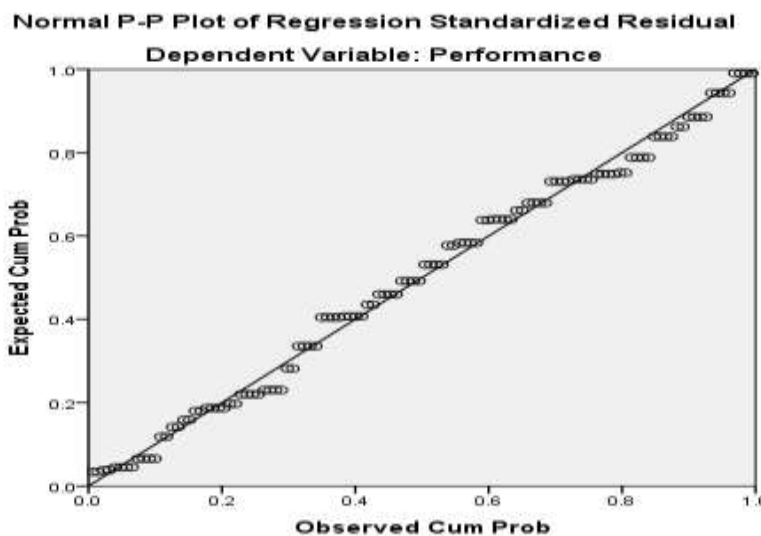*Figure 4. 1 : Histogram*

Figure 4. 2 : Normal Probability Plots

4.2.4   Multicollinearity Test

Collinearity exists when a regression model has a high, linear or perfect correlation between two or more independent variables. There is a linearity problem when predictor variables are tremendously correlated, and a coefficient of 0.90 and above shows a linearity between the independent variables (Hair et al. (2007). According to Tabachnick and Fidell (2013),

it raises the standard errors of the coefficients, subsequently rendering the coefficients statistically non-significant. Therefore, the correlations between the exogenous latent constructs were sufficiently below the suggested threshold values of .90 or more, suggesting that the latent constructs were not dependent or highly correlated.

Table *4.4 Correlation matrix*

Brand Value	1							
	116							
Brand Norm	.053	1						
	.572							
	116	116						
Brand building	.175	.335**	1					
	.060	.000						
	116	116	116					
Marketing Culture	.216*	.178	-.209*	1				
	.020	.056	.025					
	116	116	116	116				
	116	116	116	116	116	116	116	
Performance	.029	.407**	-.075	.414**	-.003	.405**	-.084	1
	.755	.000	.424	.000	.975	.000	.369	
	116	116	116	116	116	116	116	116

Table 4. 2: Model Summary A

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.628ᵃ	.395	.356	.23775	.703

a. Predictors: (Constant), Brand value, Brand Norms, Brand Building Behaviour, Marketing Culture

b. Dependent Variable: Performance
Source: SPSS V23 output

Regression analysis was conducted to determine the effect of the IVs on Profit. The result is indicated in *Table 4. 11* with significant predictors, R=.628, R2=.395.

The coefficient of determination R^2 value was .395, indicating that the independent variables accounted for 39.5% of the cause of variation in the dependent variable (performance). This implies that only about 61.1% of the variation is explained by process innovation, whereas variables not included in the model accounted for 61%. According to Cohen's (1988) classification of R square into a) 0.02 as weak, b) 0.13 as moderate, and c) 0.26 as substantial. Based on Cohen's classification, the R^2 value is substantial.

Table 4.5: ANOVA A

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	3.984.	7	.569	10.070	.000[b]
1	Residual	6.105	108	.057		
	Total	10.089	115			

a. Dependent Variable: Performance
b. Predictors: (Constant), Brand value, Brand Norms, Brand Building Behaviour, Marketing Culture
Source: Extracted from SPSS V23 Output

The reliability of the regression model is checked by undertaking ANOVA. The P value or significance level was .000 in *Table 4. 12*. The Table illustrates that the available data fit the model well (Young, 2009). This implies that there was substantial evidence that the regression model accurately predicted the relationship between the IVs and the DV, which is performance.

Table 4.6 Hypotheses Testing

Hypotheses	Relationships	Beta	Standard Error	T Statistics	P-value	Decision
H_1	Brand values -> SMEs brand performance	0.548	0.078	6.981	0.00	Supported
H_2	Brand norms -> SMEs brand performance	0.631	0.071	8.904	0.00	Supported
H_3	Brand building behaviour -> SMEs brand performance	0.315	0.131	2.406	0.01	Supported
H_4	Marketing culture -> SMEs brand performance	0.455	0.129	3.529	0.00	Supported

Source: Extracted from SPSS V23 Output

Table 4.6 indicates the result of the hypotheses tested. It can be seen that overall brand norms – SMEs brand performance path coefficient beta has the highest value of 0.631, a standard error of 0.071 and a T-stat of 8.904. The hypothesis is supported at 1% confidence level. There was a total of four hypotheses formulated in this study. Conventionally, statistical t-values that are substantially different from zero are said to be almost always statistically significant, however, it is largely depending on the degree of freedom, confidence interval and directionality of hypothesis. Therefore p. value is used to determine if the paths are significant (Hair *et al.,* 2014). All the results of the other hypotheses namely; brand value – SMEs brand performance, brand norms – SMEs brand performance, brand building behaviour – SMEs brand performance and marketing culture – SMEs brand performance were found to be supported at 1%.

5. Conclusion

In line with contemporary research in marketing's attempt to deepen the understanding of brand orientation in SME performance as postulated by researchers (Osakwe et al., 2015; Laukkanen et al., 2016; Osakwe et al., 2020), this study seeks to consolidate and reduce the shortcomings of generalizing previous related studies in different context and geographic locations. The study also furthers understanding of brand orientation in the SME context and how it impacts SMEs' brand performance. Brand value, brand norms, brand-building behaviour, and marketing culture provide a better understanding of brand orientation as a multi-dimensional construct and not a stand-alone concept. This agrees with the findings by Osakwe et al. (2020) that brand orientation is a complex construct and has relationships with the brand identity of SMEs. The findings of this study imply that SMEs that clearly understand the role of brand orientation in charting a strategic course will have an advantage in establishing a solid brand identity and better brand performance. Furthermore, the study discovered the role and impact of a firm's marketing culture in SME performance. SME managers must, therefore, ensure that a well-entrenched marketing culture beyond the traditional marketing mix is emphasized among the marketing staff and all the firm's employees.

Although the findings of this study were a product of empirical research, generalization must be made with caution as the data used for the study was collected from a relatively small geographic location in Nigeria. Therefore, to further deepen the understanding of the role of branding in SMEs' overall performance, it is recommended that the study is replicated in a more cosmopolitan location using more extensive data set.

References

Adel, H. M., Mahrous, A. A., & Hammad, R. (2020). Entrepreneurial marketing strategy, institutional environment, and business performance of SMEs in Egypt. *Journal of Entrepreneurship in Emerging Economies*.

Adel, H. M., Mahrous, A. A., & Hammad, R. (2020). Entrepreneurial marketing strategy, institutional environment, and business performance of SMEs in Egypt. *Journal of Entrepreneurship in Emerging Economies*.

Agostini, L., Filippini, R., & Nosella, A. (2015). Brand-building efforts and their association with SME sales performance. *Journal of Small Business Management, 53*(sup1), 161-173.

Alwan, M., & Alshurideh, M. (2022). The effect of digital marketing on purchase intention: Moderating effect of brand equity. *International Journal of Data and Network Science, 6*(3), 837-848.

Aminu, I. M. (2015). Mediating role of access to finance and moderating role of business environment on the relationship between strategic orientation attributes and performance of small and medium enterprises in Nigeria. *Universiti Utara Malaysia*.

Appiah-Adu, K., Fyall, A., & Singh, S. (2000). Marketing culture and business performance in the airline industry. *Journal of Travel & Tourism Marketing, 8*(3), 47-70.

Astuti, R. D., Afiff, A. Z., & Balqiah, E. T. (2018). Entrepreneurial marketing and marketing strategies of SMEs on marketing performance: an empirical analysis of fit. *Pertanika Journal. Social. Science. & Humanities, 26*, 39-54.

Avery, J., Steenburgh, T. J., Deighton, J., & Caravella, M. (2012). Adding bricks to clicks: Predicting the patterns of cross-channel elasticities over time. *Journal of Marketing, 76*(3), 96-111.

Bala, M., & Verma, D. (2018). A Critical Review of Digital Marketing. M. Bala, D. Verma (2018). A Critical Review of Digital Marketing. International Journal of Management, IT & Engineering, 8 (10), 321-339.

Baumgarth, C. (2010). "Living the brand": brand orientation in the business-to-business sector. *European Journal of Marketing, 44*(5), 653-671.

Baumgarth, C., & Schmidt, M. (2010). How strong is the business-to-business brand in the workforce? An empirically-tested model of 'internal brand equity'in a business-to-business setting. *Industrial Marketing Management, 39*(8), 1250-1260.

Becherer, R. C., Helms, M. M., & McDonald, J. P. (2012). The effect of entrepreneurial marketing on outcome goals in SMEs. *New England Journal of Entrepreneurship*.

Bjerke, B., & Hultman, C. (2002). *Entrepreneurial marketing: The growth of small firms in the new economic era.* Cheltenham: Edward Elgar Publishing

Cant, M. C., & Wiid, J. A. (2016). The use of traditional marketing tools by SMEs in an emerging economy: a South African perspective. *Problems and perspectives in management*, (14, Iss. 1), 64-70.

Centeno, E., Hart, S., & Dinnie, K. (2013). The five phases of SME brand-building. *Journal of Brand Management, 20*(6), 445-457.

Chokpitakkul, N., & Anantachart, S. (2020). Developing and validating a scale of consumer-based brand equity for SMEs: evidence from Thailand. *Journal of Small Business and Enterprise Development, 27*(3), 383-404.

Coreynen, W., Matthyssens, P., & Van Bockhaven, W. (2017). Boosting servitization through digitization: Pathways and dynamic resource configurations for manufacturers. *Industrial marketing management, 60*, 42-53.

Daud, I., Nurjannah, D., Mohyi, A., Ambarwati, T., Cahyono, Y., Haryoko, A. E., ... & Jihadi, M. (2022). The effect of digital marketing, digital finance and digital payment on finance performance of indonesian smes. *Academic and Scientific Journals, 6*(1), 37-44.

Dzisi, S., & Ofosu, D. (2014). Marketing strategies and the performance of SMEs in Ghana. *Marketing, 6*(5), 102-111.

Fillis, I., Lehman, K., & Miles, M. P. (2017). The museum of old and new art: Leveraging entrepreneurial marketing to create a unique arts and vacation venture. *Journal of Vacation Marketing, 23*(1), 85-96.

Fink, M., Koller, M., Gartner, J., Floh, A., & Harms, R. (2020). Effective entrepreneurial marketing on Facebook–A longitudinal study. *Journal of business research, 113*, 149-157.

Gkarane, S., Efstratios-Marinos, L., Vassiliadis, C. A., & Vassiliadis, Y. (2019). Combining traditional and digital tools in developing an international guerilla marketing strategy: the case of a SME Greek company. In *Strategic Innovative Marketing and Tourism* (pp. 397-404). Springer, Cham.

Hacioglu, G., Eren, S. S., Eren, M. S., & Celikkan, H. (2012). The effect of entrepreneurial marketing on firms'

innovative performance in Turkish SMEs. *Procedia-Social and Behavioral Sciences*, *58*, 871-878.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2012). Partial least squares: the better approach to structural equation modeling?. *Long range planning*, *45*(5-6), 312-319.

Hair, J. J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010).*Multivariate Data Analysis* (7th ed.). Upper Saddle River, New Jersey: Prentice Hall

Hills, G. E., & Hultman, C. M. (2011). Academic roots: The past and present of entrepreneurial marketing. *Journal of Small Business & Entrepreneurship*, *24*(1), 1-10.

Hisrich, R. D., & Ramadani, V. (2017). Effective entrepreneurial management. *Effective Entrepreneurial Management*.

Homburg, C., & Pflesser, C. (2000). A multiple-layer model of market-oriented organizational culture: Measurement issues and performance outcomes. *Journal of marketing research*, *37*(4), 449-462.

Hoque, A. S. M. M., & Awang, Z. (2019). Does gender difference play moderating role in the relationship between entrepreneurial marketing and Bangladeshi SME performance? *Accounting*, *5*(1), 35-52.

Ibrahim, M. A., & Shariff, M. N. M. (2016). Mediating role of access to finance on the relationship between strategic orientation attributes and SMEs performance in Nigeria. *International Journal of Business and Society*, *17*(3).

Joseph, Owino O., and Francis Kibera. "Organizational culture and performance: Evidence from microfinance institutions in Kenya." *SAGE open* 9, no. 1 (2019): 2158244019835934.

Kawira, K. D. (2021). Effect of entrepreneurial marketing on the performance of micro, small and medium enterprises (MSMEs) in Kenya. *African Journal of Emerging Issues*, *3*(1), 96-110.

Lumpkin, G. T., & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of business venturing*, *16*(5), 429-451.

Morgan, N. A., & Vorhies, D. W. (2018). The business performance outcomes of market orientation culture and behaviors. In *Innovation and strategy* (Vol. 15, pp. 255-282). Emerald Publishing Limited.

Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002). Entrepreneurial marketing: A construct for integrating emerging entrepreneurship and marketing perspectives. *Journal of Marketing Theory and Practice, 10*(4), 1–19

Moullin, M. (2007). Performance measurement definitions: Linking performance measurement and organisational excellence. *International journal of health care quality assurance*, *20*(3), 181-183.

Muhonen, T., Hirvonen, S., & Laukkanen, T. (2017). SME brand identity: its components, and performance effects. *Journal of Product & Brand Management*.

Nwankwo, C. A., & Kanyangale, M. (2020). Deconstructing entrepreneurial marketing dimensions in small and medium-sized enterprises in Nigeria: a literature analysis. *International Journal of Entrepreneurial Venturing*, *12*(3), 321-341.

Odoom, R., Narteh, B., & Boateng, R. (2017). Branding in small-and medium-sized enterprises (SMEs): Current issues and research avenues. *Qualitative Market Research: An International Journal*.

Osakwe, C. N., Palamidovska-Sterjadovska, N., Mihajlov, M., & Ciunova-Shuleska, A. (2020). Brand orientation, brand-building behavior and brand identity in SMEs: an empirical evaluation. *Marketing Intelligence & Planning*.

Osakwe, C. N., Palamidovska-Sterjadovska, N., Mihajlov, M., & Ciunova-Shuleska, A. (2020). Brand orientation, brand-building behavior and brand identity in SMEs: an empirical evaluation. *Marketing Intelligence & Planning*.

Otieno, S., Bwisa, H. M., & Kihoro, J. M. D. (2012). Influence of entrepreneurial orientation on Kenya's manufacturing firms operating under East African regional integration.

Sadiku-Dushi, N., Dana, L. P., & Ramadani, V. (2019). Entrepreneurial marketing dimensions and SMEs performance. *Journal of Business Research*, *100*, 86-99.

Sağlam, M., & El Montaser, S. (2021). The Effect of Customer Relationship Marketing in Customer Retention and Customer Acquisition. *International Journal of Commerce and Finance*, *7*(1), 191-201.

Sandberg, K. W. (2003). An exploratory study of women in micro enterprises: gender-related differences. *Journal of small business and enterprise development*.

Sarwoko, E., & Nurfarida, I. N. (2021). Entrepreneurial marketing:

Between entrepreneurial personality traits and business performance. *Entrepreneurial Business and Economics Review*, *9*(2), 105-118.

Schmidt, H. J., Mason, R., Steenkamp, P., & Mugobo, V. (2017). Does brand orientation contribute to retailers' success? An empirical study in the South African market. *Journal of retailing and consumer services*, *38*, 210-222.

Selase Asamoah, E. (2014). Customer based brand equity (CBBE) and the competitive performance of SMEs in Ghana. *Journal of Small Business and Enterprise Development*, *21*(1), 117-131.

Tabachnick, B. G., & Fidell, L. S. (2007).*Using multivariate statistics* (5th ed.). Boston: Pearson Education.

The Steering Group. (2019). *Report on Support to SMEs in Developing Countries through Financial Intermediaries.* Retrieved on 8th November, 2022 from http://www.eib.org/attachments/dalberg_smebriefing-paper.pdf.

Toghraee, M. T., Rezvani, M., Mobaraki, M. H., & Farsi, J. Y. (2018). Entrepreneurial marketing in creative art-based businesses. *International Journal of Management Practice*, *11*(4), 448-464.

Troisi, O., Maione, G., Grimaldi, M., & Loia, F. (2020). Growth hacking: Insights on data-driven decision-making from three firms. *Industrial Marketing Management*, *90*, 538-557.

Wang, F. (2020). Digital marketing capabilities in international firms: a relational perspective. *International Marketing Review*.

West, S. G., Finch, J. F., & Curran, P. J. (1995). Structural equation models

with nonnormal variables: Problems and remedies.

West, S. G., Finch, J. F., & Curran, P. J. (1995). Structural equation models with nonnormal variables: Problems and remedies.

Whalen, P., Uslay, C., Pascal, V. J., Omura, G., McAuley, A., Kasouf, C. J., ... & Deacon, J. (2016). Anatomy of competitive advantage: towards a contingency theory of entrepreneurial marketing. *Journal of Strategic Marketing*, *24*(1), 5-19.

Ziakis, C., & Vlachopoulou, M. Growth hacking marketing strategies in the early stages of start-ups.