

Entrepreneurial Marketing Architectural Innovation Capability in Indonesian SMEs : a Conceptual Model

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Abstract. The purpose of this paper is to propose further development of the concept of entrepreneurial marketing architectural innovation capability (EMAIC). Refers to previous research and indicator of entrepreneurial orientation (EO), market orientation (MO), innovation orientation (IO), customer orientation (CO) like walking alone, less integration with each other, the article proposes conceptual model which are called EMAIC Model. This model can combine all these components: EO, MO, advanced IO, CO, and customer engagement orientation (CEO). The conceptual model arises from an exploration of the main definitions of EM to date. The procedure of the conceptual model through the integration of EO, MO, IO, CO, and CEO so that there is a synergy between all these components. This model implicitly suggests that marketing in SMEs is intertwined with other activities and behaviours in SMEs, and argues that in order to understand marketing in SMEs it is essential, specifically entrepreneurial approaches to marketing

Keywords: Entrepreneurial orientation, market orientation, innovation orientation, entrepreneurial marketing architectural innovation capability.

1 Introduction

Small and Medium Enterprises (SMEs) in Indonesian have an important and strategic role. The existence of the important roles of these SMEs is due, firstly, to the large number of industries that exist in every sector of the economy. Second, it has great potential in employment. Each investment unit in the SME sector can create more job opportunities when compared to the same investment in large businesses. The SME sector absorbs 9,720,459 workers or 7.88% of the total working workforce. Third, the contribution of SMEs in the formation of Gross Domestic Product (GDP) is very significant, amounting to 23.16% or Rp. 3,667.4 Trillion of the total GDP. Realizing the importance of the role of SMEs, in the context of accelerating regional and central economic development, encourage the author to make this conceptual paper [1]

Marketing and entrepreneurship are essential core activities of a business. Young, tiny enterprises are considered to have a significant success factor in their capacity to accurately define markets and generate exceptional value for consumers through the use of the marketing mix [5]. Furthermore, a corporate strategy that embraces an entrepreneurial mindset, characterized by the agile identification and exploitation of possibilities, has been proven to significantly enhance performance [2].

Entrepreneurial marketing refers to the marketing strategies employed by companies that are seeking opportunities in unpredictable market conditions, sometimes with little resources [3]. [2] Entrepreneurial marketing refers to the proactive identification and exploitation of possibilities to acquire and retain lucrative consumers through innovative strategies in risk management, resource utilization, and value generation. Entrepreneurial marketing is defined as an organizational mindset that encompasses seven fundamental aspects: proactiveness, emphasis on opportunities, strategic risk-taking, innovation, customer-centricity, resource optimization, and value generation [2].

A new model called Entrepreneurial Marketing Architectural Innovation Capability (EMAIC) needs to be developed as the current approach is inadequate. EMAIC refers to a distinct ability to implement an entrepreneurial marketing strategy in a unique way that is difficult to copy or mimic, therefore increasing the likelihood of achieving success. The distinguishing factors between this model and the preceding notion lie in its focus on advanced innovation orientation and consumer engagement orientation. The other dimensions remain unchanged. An advanced innovation orientation encompasses four crucial innovation capabilities: sensing, seizing, transforming, and breakthrough innovation capabilities. The customer engagement orientation encompasses purchase engagement, referrals engagement, impact value engagement, and knowledge engagement.

The acknowledgment of the importance of the relationship between entrepreneurship and marketing has resulted in the introduction of the idea of 'entrepreneurial marketing architectural innovation capability' (EMAIC). EMAIC is a unique capability that enables the implementation of an entrepreneurial marketing plan in a distinct manner, making it difficult to replicate and mimic, thereby increasing the possibility for success.

The EMAIC concept differs from the previous EM concept by incorporating an advanced innovation orientation variable and a customer engagement orientation variable. This is anticipated to result in a competitive advantage over its rivals, ultimately leading to above-average profitability. While in the idea of electromagnetic (EM) theory, these two variables are not extensively addressed and applied.

This article delves into the notion of EM, expanding on its development and exploration. The numbers are 5, 6, 7, 8, and 2. The article suggests that the EMAC paradigm should be expanded to incorporate a marketing approach that is based on the knowledge of not only marketing, but also advanced innovation (such as seizing capability, sensing capability, transforming capability, and breakthrough innovation capability), entrepreneurship, and customer engagement and relationships. Hence, the paper aims to combine fundamental elements of the market orientation (MO) scales with elements from customer orientation (CO), customer engagement orientation, entrepreneurial orientation (EO), and innovation orientation (IO). Specifically, the argument is made to incorporate the concepts of customer orientation and customer engagement as separate elements of EM, rather than categorizing them under MO. This essay reaches this conclusion by extrapolating the main themes in the literature on entrepreneurial management from the perspective of small and medium-sized enterprises. It also includes a review of the literatures on entrepreneurial orientation, market orientation, innovation orientation, corporate orientation, and competitive advantage. A new paradigm called the Entrepreneurial Marketing Architectural Innovation Capability Orientation (EMAICO) is developed. Expanding on the notion of EMO [9], the author introduces an additional dimension of customer engagement. It is emphasized that establishing customer engagement, as well as cultivating customer connections, necessitates a distinct and challenging endeavor.

Entrepreneurial Marketing in SMEs

Entrepreneurial Marketing has garnered increasing study attention and has been a topic for new courses and marketing perspectives [5]. Companies functioning in an entrepreneurial environment do not benefit from the ideas, methods, and tools of "mainstream marketing." The marketing approach used by small and medium-sized enterprises (SMEs) does not align with established theories, yet successful companies are able to take advantage of this [10],[9].

Entrepreneurial marketing refers to the proactive identification and exploration of chances to acquire and retain lucrative consumers through innovative strategies in risk management, resource utilization, and value generation. The user's text is "[2]." Entrepreneurial marketing refers to the intersection between entrepreneurship and marketing. The phenomenon is a result of the combined influence of entrepreneurial orientation and market orientation [2]. Entrepreneurial marketing refers to the practical implementation or adjustment of marketing principles to cater to the specific requirements of small businesses [6]. While some authors contend that it may be characterized as marketing operations with an entrepreneurial mindset, regardless of the size or age of the company [8], it is widely acknowledged that the notion is especially suitable for the context of small and medium firms [9].

Small and medium-sized enterprises (SMEs) encounter various constraints, including a small number of key clients, limited business and marketing resources, the impact of the entrepreneur, and the absence of formal organizational structures or communication systems [9]; [10]. Consequently, entrepreneurial marketing is a more suitable approach for SMEs. [8] Two perspectives can be identified in the definition of entrepreneurial marketing. The first definition characterizes entrepreneurial marketing as the application of marketing strategies specifically tailored for small or nascent businesses, with a strong emphasis on quantitative measures. The second definition, on the other hand, portrays entrepreneurial marketing as marketing conducted by entrepreneurs themselves, with a particular focus on the qualitative aspects of this marketing approach. It is contended that both efforts to define entrepreneurial marketing may be two different perspectives of the same concept, as the qualitative attributes (smallness and newness) appear to create an environment that supports marketing activities driven by an entrepreneurial, or innovative, risk-taking, and proactive mindset [8].

However, it is increasingly recognized that even while the marketing strategies of small and medium-sized enterprises (SMEs) may not align with established theories, these successful SMEs are able to leverage the advantages of their small size. [11] suggested that SME marketing can be considered as entrepreneurial marketing, which is a unique style distinguished by various aspects, such as an essentially informal, straightforward, and unplanned approach. This strategy is a consequence of several variables, such as limited scale, constraints in business and marketing, the entrepreneur's impact, and the absence of formal organizational structures or communication channels, particularly in marketing. This marketing approach is characterized by its responsiveness and reactivity to competition, as well as its opportunistic nature. Furthermore, it has a strong reliance on networking [11].

In more recent times, [2] have characterized EM as the proactive process of identifying and capitalizing on opportunities to acquire and keep profitable customers by innovative methods of managing risk, utilizing resources, and creating value. Researchers consider EM behavior to stem from entrepreneurial thinking, which is characterized by innovation, measured risk-taking, proactivity, and a focus on opportunities [5].

The Evolution of Entrepreneurial Marketing

The tables below are categorized into two primary approaches: EM as a strategy and EM as tactics. Strategy refers to the firm's approach to competition within its industry over a long-term period. It involves the process of entrepreneurial or market-oriented firms striving to gain a competitive advantage by delivering customer value. This has an impact on performance. On the other hand, tactics involve the design and implementation of entrepreneurial activities. They focus on the psychological traits of the entrepreneur, their personal networks, and characteristics, and are more short-term in nature. These tactics often rely on networks and word of mouth. In addition, there are attempts to combine both methodologies [5], [8].

Table 1. The Evolution of Entrepreneurial Marketing

Author (Year)	Conceptual background	Definition
Hills and Laforge (1992: 34 and 53)	Marketing, Consumer behaviour	Marketing management involves the systematic examination of the surrounding environment, evaluation of potential market prospects, development of marketing strategies, and the efficient execution and supervision of marketing activities (Cravens, Hills and Woodruff, 1987). In order to implement the integration of marketing and entrepreneurship, we will mostly rely on this latter definition. (p. 34) "EM: there is an opportunity in the entrepreneurship field to develop middlerange theories analogous to developments in the marketing discipline, paralleling those in consumer behavior" (p. 53)
Duus (1997, p. 297)	Market orientation	"The distinguishing feature of this new interpretation, which is essentially a market-oriented inside-out perspective, could be the development of the specific competencies of the firm by entrepreneurial action with a view to serving future customers' latent demand for products that do not yet exist. [...] this can be called 'the entrepreneurial marketing concept'
Hill and Wright (2000, p. 25)	Psychological theories Behavioural theories Marketing	A new stream of research describes the marketing orientation of small firms as 'entrepreneurial marketing'. This means a style of marketing behavior that is driven and shaped by the owner manager's personality"
Stokes (2000, pp. 2 and 13)	Innovation orientation Market orientation	[EM] marketing carried out by entrepreneurs or owner-managers of entrepreneurial ventures" (p. 2) "The entrepreneurial marketing concept is focused on innovations and the development of ideas in line with an intuitive understanding of market needs;" (p. 13)
Lumpkin & Des (2001)	Entrepreneurial orientation, proactiveness	No EM definition Proactiveness is an opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment (Lumpkin and

Author (Year)	Conceptual background	Definition
		Dess, 2001:431). Proactiveness shows a strong positive relationship with firm performance
Collinson and Shaw (2001, pp. 2 and 8)	Traits theory Psychological theories Market orientation	EM takes into account the characteristics of the entrepreneur. There are “[...] three key areas of the marketing/entrepreneurship interface as being change focused, opportunistic in nature and innovative in management approach” (p. 2) “Entrepreneurial marketing is characterised by a responsiveness to the marketplace and a seemingly intuitive ability to anticipate changes in customer demands” (p. 8)
Morris et al. (2002, pp. 2, 4 and 5)	Entrepreneurship Value creation Informal/intuitive	“[EM] the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation” (p. 5) “EM synthesizes critical aspects of marketing and entrepreneurship into a comprehensive conceptualization where marketing becomes a process that firms use to act entrepreneurially” (p. 2) “the unplanned, non-linear, visionary marketing actions of the entrepreneur” (p. 4)
Morris et al (2002:7,8)	resource innovation synergistic leveraging, portfolio,	Entrepreneurial marketing incorporates the need for creative approaches to customer acquisition, retention, and development. Moving estimates of value and customer equity guide decisions regarding customer investment and customization levels
Bjerke and Hultman (2002, p. 15)	SMEs marketing	“EM is the ‘marketing of small firms growing through entrepreneurship”
Shaw (2004, p. 197)	Entrepreneurship Socio-cultural theories Relationship theories	Four themes relevant to understanding entrepreneurial marketing within a social enterprise context emerged: opportunity recognition (OR); entrepreneurial effort (EE); an entrepreneurial organizational culture (EOC); and networks and networking (N&N)”
Bačkbroć and Nyström (2006, p. 13)	Marketing Value creation	Entrepreneurial marketing is the overlapping aspects between entrepreneurship and marketing; therefore it is the behavior shown by any individual and/or organization that attempts to establish and promote market ideas, while developing new ones in order to create value”
Miles and Darroch (2006, pp. 488-489)	Entrepreneurship processes Strategic	[...] we suggest that large firms can, and must, effectively leverage EMPs [entrepreneurial marketing processes] for competitive advantage” (p. 488) “ [...] firms adopting EMPs will engage in marketing processes emphasizing opportunity creation and/or discovery, evaluation and exploitation” (p. 488) “ [...] a firm adopting EMPs must strategically trade off investment in the profitable business of better

Author (Year)	Conceptual background	Definition
		meeting current customer needs with costly and risky investments in developing future marketing mixes and strategies to meet anticipated and latent needs” (p. 489)
Hills and Hultman (2006, p. 222)	Innovation Relationship theories	“[...] describe EM characteristics which reflect such activities as “a flexible, customization approach to market” and “innovation in products, services and strategies” (in Jones and Rowley, 2011, p. 30) “ [...] tactics often two ways for customers, and marketing decisions based on daily contacts and networks” (in Jones and Rowley, 2011, p. 30)
Hills et al.(2008, p. 100)	Entrepreneurial SMEs Strategy Leverage superior knowledge	[...] financially successful, entrepreneurial SMEs may use marketing as a path to create competitive advantage, based on differentiating their marketing program by leveraging their superior knowledge of customers, markets and technologies” (p. 100)
Kraus et al. (2010, p. 9)	Function and process Marketing Entrepreneurship Economic theories	“Entrepreneurial marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders, and that is characterized by innovativeness, risk-taking, pro activeness, and may be performed without resources currently controlled”
Hills et al. (2010, p. 6)	Psychological theories Attitudes and motivation Marketing orientation Entrepreneurship orientation Economic theories Relationship theories	EM is a spirit, an orientation as well as a process of pursuing opportunities and launching and growing ventures that create perceived customer value through relationships, especially by employing innovativeness, creativity, selling, market immersion, networking or flexibility”
Jones and Rowley (2011, p. 30)	Customer orientation Innovation orientation Market orientation Entrepreneurship orientation	[...] any concept of EM [...] must embrace aspects of behaviours that have traditionally been researched in the entrepreneurship, innovation, and customer engagement and relationship fields”
Webb et al. (2011, p. 545)	Marketing Entrepreneurship Institutional theory	“Marketing activities represent a set of means that facilitate firms’ ability to exploit opportunities and satisfy customer needs. [...] Firms can recognize and exploit opportunities to more efficiently or effectively serve customer needs through the innovation of marketing activities”
Kolabi et al., (2011)	Customer orientation Innovation orientation Market orientation Entrepreneurship orientation	entrepreneurial marketing becomes more appropriate to small and medium size enterprises due to As SMEs face some limitations such as having few major customers, limited resource in business and marketing; the influence of the entrepreneur, the lack of formal organizational structures or formal systems of communication
Guercini, (2012)	Entrepreneurial cognition marketing heuristics, the behavior of business decision-makers, particularly in SMEs	The relation between heuristics and setting in entrepreneurial marketing

Author (Year)	Conceptual background	Definition
Becherer (2012)	Proactiveness, Opportunity-Focused, Risk Taking, Innovation-Oriented, Customer Intensity, Resource Leveraging, Value Creation	The term “entrepreneurial marketing” merges two formerly corporate marketing to entrepreneurial marketing and validated a framework for analysis of marketing practices specific to entrepreneurs, highlighting the differences in marketing practices by entrepreneurs.

2 Review The Orientation Literature

As the foundation for an examination of the electromagnetic literature. Electromagnetic (EM) industries should actively adopt and incorporate new ideas, methods, and technologies, while also prioritizing interactions and connections with customers. Thus, this section provides a concise and precise summary and conceptualization of the scales for Market Orientation (MO), Entrepreneurial Orientation (EO), Customer Orientation (CO), Innovation Orientation (IO), and Customer Engagement Orientation (CEO) in relation to SMEs, whenever applicable. Furthermore, the study identifies and discusses the specific scales that were utilized to inform the various components of the proposed Entrepreneurial Marketing Architectural Innovation Capability Orientation (EMAICO) model.

2.1 Market orientation (MO)

Researcher [14] MO refers to an organizational culture that encompasses three key elements: customer orientation, competitor orientation, and inter-functional cooperation. This instrument is known as MKTOR. Customer orientation pertains to a company's capacity to generate exceptional value for customers and comprehend the supply chain network [14]; [15]. Competitor orientation refers to a firm's capacity to recognize its strengths, weaknesses, long-term skills, and strategies in order to achieve a competitive advantage in the market [15]. Interfunctional coordination pertains to the ability of organizations to provide enhanced value for their intended consumers [15]. These three characteristics highlight the importance of taking proactive and responsive measures towards customers. They will drive initiatives within the firm and have an impact on strategy, organizational behavior, and performance [15].

MO is primarily acknowledged for its favorable impact on company performance [14]. While there are numerous definitions of MO in literature, it seems that most authors choose to follow one of two perspectives [16]; [17]; [14] in their definition. Multiple research have indicated that MO does not have a substantial impact on business performance, as evidenced by the following sources: [18]. The success of small retail enterprises is not immediately affected by MO. The postulated direct impact was found to be statistically insignificant. This research finding corroborates the findings of [20]. Furthermore, [19] have asserted that MO itself does not have a direct impact on performance. However, our discovery still contradicts numerous previous research.

Nevertheless, a key principle in marketing theory asserts that while possessing a superior marketing orientation is deemed necessary, it alone is not enough to attain superior corporate performance [21]. According to [22], MO necessitates the presence of complementing organizational capabilities in order to fully realize its value for the company. More precisely, MO cannot be viewed independently from marketing capabilities. The authors argue that

Entrepreneurial Marketing Architectural Capability (EMACO) can enhance the marketing skills of SMEs and thus improve their performance..

2.2 Entrepreneurial orientation (EO)

EO, or Entrepreneurial Orientation, was initially formulated and delineated by [23] in 1983. Since then, several scholars have employed and expanded upon these criteria in various sectors, nations, and social contexts. For instance, EO, as described by [13], encompasses a method, practice, and decision-making activity that results in the creation of a new entry.

Entrepreneurial orientation plays a crucial role in determining the competitive advantage and performance of a company [23]. Miller defines an entrepreneurial firm as a company that actively pursues product marketing innovation, embarks on moderately risky undertakings, and quickly generates proactive innovations.

[25] The researchers investigated the impact of entrepreneurial orientation (EO) aspects on the performance of small and medium-sized enterprises (SMEs). They discovered that EO had a considerable positive effect on SMEs' performance, leading to increased returns. In addition, a survey conducted by [24] examined the performance of small and medium-sized enterprises (SMEs) in Iran and discovered that entrepreneurial orientation (EO) had a notable impact on enhancing the profitability of SMEs. A study conducted by [26] discovered that the aspects of entrepreneurial orientation (innovativeness, proactiveness, and risk-taking) have a substantial impact on improving the performance of small and medium-sized enterprises (SMEs) in Malaysia. The proactive mindset of SME managers will greatly enhance a SME's inclination to engage in networking and exploit new chances [27]. SMEs must possess a significant level of proactiveness in order to venture into a new market, and their willingness to participate in risky endeavors [28] will improve their success.

In [29], the text highlights three noteworthy concepts: marketable entrepreneurship (ME), EM, and entrepreneurial marketing orientation (EMO). The first two definitions pertain to practical functions, such as those related to developing new products or managing the marketing mix. The latter concept, on the other hand, defines a strategic expansion that involves the interconnected impacts of market orientation (MO) and entrepreneurial orientation (EO).

The scales developed by Knight and Matsuno et al. are widely accepted in the literature on entrepreneurial orientation (EO) due to their established reliability and validity. The EMO model is informed by the following dimensions: Scientific investigation and innovation [30].

2.3 Customer Orientation (CO)

The significance of marketing in the effective execution of business plans has been debated, as the present competitive and volatile business landscape necessitates a consistent focus on providing exceptional quality products and services to clients. The conventional focus of marketing orientation lies in prioritizing the customer, with a strong emphasis on understanding consumer demands and generating profits through the creation of customer happiness. Market/customer orientation, as defined by [31], refers to the extent to which a business unit acquires and utilizes customer information, devises a plan to fulfill customer needs, and effectively implements that strategy by being responsive to consumer desires and demands. As to this concept, 'the customer' is the most crucial external environmental aspect in cultivating a market orientation, and firms should formulate a strategy that prioritizes the consumer.

Carbon monoxide (CO) has been recognized and extensively studied by numerous academics across various academic fields. Several authors consider Customer Orientation (CO) to be fundamental to the marketing notion and perceive CO and Market Orientation (MO) as interchangeable concepts. [15] CO is considered a culture that prioritizes the generation of customer value as the primary objective of the firm. However, [32] argues that MO and CO orientation should be seen as distinct ideas. [44] suggests that a balance needs to be struck between these two orientations. CO is also discussed in the literature on services management and marketing, where organizations that prioritize customer happiness are seen as more capable of achieving organizational goals more effectively than their competitors [33].

The firm's focus on meeting customer needs is a crucial factor that contributes to successful external marketing, improved customer satisfaction, and overall performance of both the firm and the organization [14]. According to the principles of the marketing concept, focusing on customer needs should have a positive effect on corporate success [33].

The Deshpande et al., Saura et al., and Saxe and Weitz scales are incorporated into the proposed new model due to their comprehensive representation of the essential aspects of the CO concept from various viewpoints. The reliability and validity of this study have been established. The CO dimensions derived from the scales that inform the CO portion of the model include: customer responsiveness, customer communication [14], and customer value understanding and delivery [33].

2.4 Innovation Orientation (IO)

In the last 11 years, there has been significant study focus on innovation orientation. A substantial amount of work has been done to explore the impact of innovation orientation as a strategic approach on corporate performance [34].

A significant portion of the existing research on innovation orientation primarily examines its impact on various business outcomes and other areas of the organization, including firm efficiency, customer engagement, process performance, and job satisfaction. These effects can be both good and negative [35].

The assessment of the impact of innovation orientation on business outcomes and performance has predominantly depended on two main methodologies, which have utilized either objective or subjective performance metrics [34]. The objective approach relies on the precise values of quantitative performance indicators, such as profitability, sales levels, and the rate of organizational growth [35]. The second strategy frequently employs subjective performance metrics, such as employees' self-reported assessments of their companies' performance in terms of factors such as profitability, market share, and perceived success of new products compared to their competitors. The number 34 is enclosed in square brackets.

Having an orientation towards innovation necessitates possessing a strong capability for innovation. The two conceptualizations of innovation capability, namely viewing innovation as a process and as an outcome, have been widely accepted and recognized, even within the context of small businesses. In the initial stage of research that examines innovation as a process, it is commonly understood that innovation capability refers to the ability to generate new outcomes [36]. Innovation capability is viewed as a unidimensional phenomena that encompasses the measures that can be taken to improve the performance of small and medium-sized enterprises (SMEs) [37]. Similarly, it is argued that innovation capability consists of the willingness to experiment with new ideas, to discover new approaches to doing things, and to demonstrate creativity in operational methods.

Due to the emphasis on innovation as a result or outcome, such as patents, rather than as a behavior shown by a corporation, there are only a few IO measures available. [35] Investigated the concept of innovation in relation to MO, but, they neglected to take into account the notion of innovation as a cultural or behavioral inclination of the company. The EMO model determined that a scale of 35 was the most suitable for conceptualizing IO, since it incorporates a collection of inter-firm innovative behaviors derived from relevant aspects of the innovation literature. The author proposes replacing the EMO model with the EMAIC model, as it encompasses four crucial innovation capabilities: sensing, seizing, transforming, and Breakthrough thought.

Capability though. innovation

Market-sensing capabilities refer to a firm's capacity to acquire knowledge about its market environment and effectively apply this knowledge to inform its decision-making and actions [38]. The dynamic capabilities viewpoint serves as a valuable addition to the resource-based view of the firm (RBV). Resource-based view (RBV) focuses on the tangible and intangible assets of a company, such as capital, employee skills, and organizational planning. These assets are considered precious, rare, difficult to imitate, and cannot be easily replaced [39].

Seizing capabilities encompass the ability to create business models that effectively meet client needs and generate revenue. In addition, they encompass the task of obtaining cash and acquiring the essential human resources. The importance of employee motivation cannot be overstated. Effective incentive design is essential, but it alone is not enough to achieve exceptional performance in this domain.

The transformation capabilities consist of two distinct yet interconnected elements: strategic focus and strategic capabilities. These factors contribute to an organization's distinct market positioning and also dictate the necessary adaptations to maintain its competitive edge over time.

Incremental innovations are characterized by their evolutionary nature, involving the introduction of modest enhancements over time that are based on extensions of current items. These innovations are a direct response to particular and clearly expressed client needs. They take place in marketplaces where demand is the driving force, and are driven by market pull.

Breakthrough or radical breakthroughs are transformative in essence; they disrupt the established standard, resulting in novel and superior benefits in comparison to the previous technology. Breakthrough innovations in supply side marketplaces often develop due to unexpected customer wants, indicating that the process is governed by technology push.

2.5 Customer Engagement Orientation (CEO)

Recently, there has been a notable focus on comprehending the concept of CE. Nevertheless, this work has exhibited diverse conceptual approaches. For example, customer experience (CE) might encompass the psychological processes that demonstrate customers' interactive and co-creative experiences, as well as their connections with a central brand and its activities, such as websites and other computer-mediated entities [40]. The field of study focuses on the cognitive, emotional, and behavioral processes that comprise CE [40]. Conversely, other individuals perceive CE as representing particular forms of customer behavior that are centered around a brand, which they refer to as CE behavior (CEB). CE [42] is defined as the customer's intentional and motivated commitment of their mental, emotional, behavioral, and social

resources, as well as physical resources like equipment, towards engaging with a brand in service systems (p. 6).

Given the importance of customer engagement for both academia and business, it is vital to comprehend the necessary conditions for customers to engage with brands. Previous studies indicate that variables such as perceived brand interactivity [43], brand participation, brand trust, brand loyalty, happiness with the brand, and commitment [45] are commonly seen as crucial factors for customers to actively connect with a brand.

Exploring the EMAIC model

The previous section highlighted several MO, CO, IO, and EO scales as crucial for comprehending these orientations. Based on these scales, together with the properties of EM described in the literature, we provide the EMO model depicted in Figure 1. The model presents five fundamental orientations and asserts that a comprehensive understanding of effective marketing strategies for small businesses must incorporate elements of behaviors that have traditionally been studied in the fields of entrepreneurship, innovation, and customer engagement and relationship. Put simply, it is impractical and unproductive to attempt to distinguish between marketing, innovation, entrepreneurship, and customer involvement in small enterprises.

The compelling evidence supporting this claim is mostly demonstrated by the intersections between orientation scales in several disciplines. Figure 1 demonstrates the resolution of these overlaps, as explained further, to provide a distinct set of dimensions for EMO.

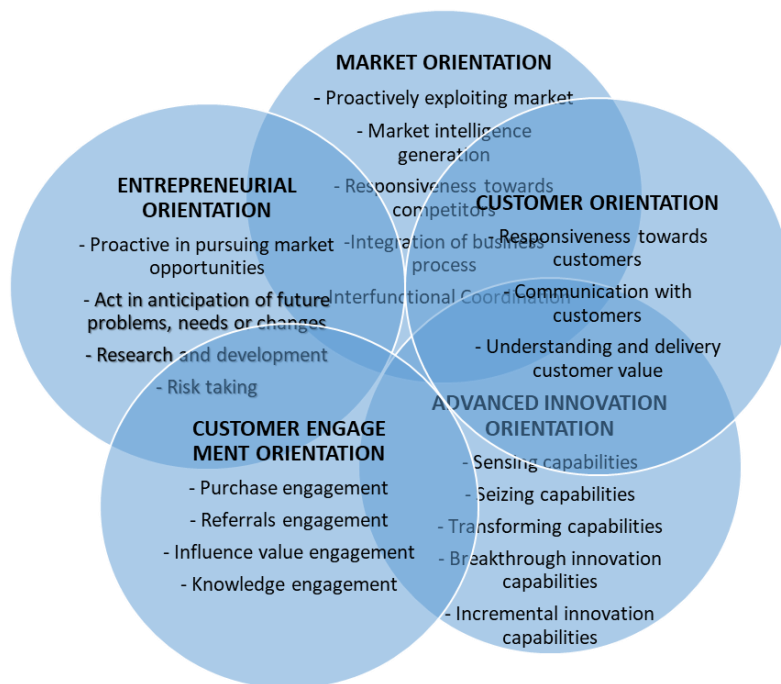


Fig 1. The Entrepreneurial Marketing Architectural Innovation Capability (EMAIC) Model

4 Conclusion

1. This paper suggest to incorporate the analysis of entrepreneurial marketing activities in small and medium-sized firms (SMEs) within the existing conceptual framework of the subject. Additionally, it proposes a novel model for Entrepreneurial Marketing Architectural Innovation Capability (EMAIC). This approach requires additional testing across many settings, but possesses the potential to contribute to the advancement of both practical applications and theoretical frameworks in marketing for small and medium-sized enterprises (SMEs).
2. The author suggests that the themes of MO (Market Orientation), EO (Entrepreneurial Orientation), IO (Innovation Orientation), CO (Customer Orientation), and CEO (Competitor Orientation) should be incorporated into the emerging paradigm of EM (Entrepreneurial Marketing). The author also acknowledges that these orientations function and interact in a dynamic manner, influenced by factors such as the firm's size, company type, market sector, and stage of development.
3. The EMAIC model is anticipated to provide SMEs with a means to effectively compete in a fiercely competitive business landscape characterized by significant volatility and turbulence.
4. The primary aim of the paper was to investigate the principal definitions of EM. Currently, there is no universally accepted description for EM connections, which typically lack clarity and are spread out. It is necessary to establish a shared and temporary definition that enables the area to grow and motivates its researchers to employ more intricate empirical approaches.
5. The second goal is to optimize the utilization of innovation in order to effectively compete with other rivals. Business innovation encompasses the integration of sensing, seizing, transforming, and breakthrough innovation skills.
6. This model will enhance the understanding of entrepreneurial marketing, providing valuable insights for future scholars.
7. This approach is still in conceptual form and requires empirical testing to determine its impact on SME performance. While theoretical frameworks suggest that the integration of MO, EO, CO, Advanced IO, and CEO might enhance the performance of SMEs, it is crucial to experimentally demonstrate the impact of each element on MSMEs performance, particularly Advanced EO and CEO.

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