The Dimension of Entrepreneurial Marketing on the Performance of Fast Food Restaurants in Asaba, Delta State, Nigeria

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Abstract
The increasing competition in the marketing environment has made competition tough in the Nigerian fast food industry, which has become a beehive of activities that seems to be gaining more attention. Conventional marketing practices appear not to be effective for entrepreneurial firms’ sustainable competitiveness. This study examined the effect of entrepreneurial marketing on the performance of fast food restaurants in Asaba, Delta State. The survey research design method was employed. The sample objects were 160 staff and customers of some selected Fast Food Restaurants in Asaba, Delta State. A 20-item validated structured questionnaire served as the research instrument. The correlation and multiple regression analysis were used as major analytical tools. The findings revealed that entrepreneurial pro-activeness, entrepreneurial innovation and entrepreneurial opportunity recognition as indicators of entrepreneurial marketing exhibited a significant positive effect on competitive advantage. The study concluded that entrepreneurial innovation determined the development of new markets; products or processes which help firms establish an edge over competitors. Hence, entrepreneurial innovation is pertinent in gaining competitive advantage. The study therefore recommends that firms should display a general innovativeness or openness to newness, and a specific predisposition to be among the first to adopt innovation within a specific domain. Being innovation focused, allows firms to concentrate on new ideas that lead to new markets, products and processes. The study established that entrepreneurial marketing is a multidimensional construct whose aspects have direct effect on competitive advantage in the fast food restaurants.

Keywords: entrepreneurial marketing, entrepreneurial proactiveness, innovation, opportunity recognition and competitive advantage

INTRODUCTION
As business organizations face more intense competition, the concept of Entrepreneurial marketing is occupying the thoughts of Academics, Marketing practitioners and entrepreneurs. Industries today operate in an environment consisting of increased risk, decreased ability to forecast, fluid firms and industries boundaries. The competitive landscape also today has been characterized by overriding forces: change, complexity, chaos, and contradiction. These forces are also having important effect on marketing in a global knowledge economy where customers are becoming more demanding (Hills et al, 2008).

What seems apparent to researchers about conventional marketing practices is that they are not often available to appropriate for entrepreneurial firms competitiveness amidst competition. Therefore, entrepreneurial marketing can be seen as a new paradigm which integrates critical aspects of marketing and entrepreneurship into a comprehensive concept where marketing becomes a process used by firms to act entrepreneurially (Collinson, 2002).

There is a growing evidence to support the idea that overtime, firms that are competitively advantaged are those engaged in entrepreneurial marketing, while the marketing approaches used by entrepreneurs reflect this innovative orientation, this may vary in their relationship or effect on business performance (Becherer et al, 2008). It is critical for a new venture to understand which entrepreneurial marketing practices are most effective and therefore important to achieve a variety of successful outcome and ultimately for improved performance.
The fast foods industry in Asaba today is a beehive of activities and is gaining a lot of attention. Fast food restaurants managers and employees in general use creative and innovative marketing weapons or strategies to compete favourably in the market. Therefore, owners and managers of fast food restaurants need to adopt a behaviour which ensures the development and application of entrepreneurial pro-activeness, innovativeness and entrepreneurial opportunity recognition.

The concept of entrepreneurial marketing, seem not to have received much attention; even as it is considered to be a very important element that accounts for the growth and remarkable performance of entrepreneurial firms. Based on this, the general objective of this study is to examine the effect of entrepreneurial marketing on performance of fast food restaurants. Other specific objectives are to: ascertain the effect of entrepreneurial pro-activeness on competitive advantage, determine the effect of entrepreneurial innovation on competitive advantage and examine the effect of entrepreneurial opportunity recognition on competitive advantage.

The Problem
The change in the competitiveness within the marketing environment has made competition tougher for fast food restaurants. The need for of an acceptable understanding of Entrepreneurial Marketing strategies and its applicability to entrepreneurial firms has gradually become an issue of pivotal concern to many scholars, entrepreneurs and employees of such firms. Thus entrepreneurial marketing has received little attention. The lack of adequate attention to entrepreneurial characteristics such as proactivities, innovativeness, and opportunity recognition in marketing of Fast Food Restaurants pose a major problem for Fast Food Restaurants in Asaba.

Entrepreneurial pro-activity is critical to create an edge over competitors. It involves the attitude and capabilities that allow implementation and control of new products, service or processes ahead of the competitors in the market. However, entrepreneurial firms are challenged with persistent changes in technology, social, economic and political trend, thus creating a consistent need to re-strategize entrepreneurial firms’ marketing activities to suit such trends.

Entrepreneurs are predisposed to take on risky ventures as opportunities represent possible gains. Pursuit of these gains is challenged by the potentials of loss through mis-calculated efforts. As firms endeavour to pursue these opportunities, fast food restaurant owners and managers are faced with the technical solving skills, decision making capabilities and the ability to select the right opportunity that ensures a competitive edge above other competitors. Entrepreneurial firms are plagued with the challenge of choosing from projects, which will boost performance; considering that not all firms product or service innovations becomes successful, because of a high level of uncertainty involved.

Many scholars have examined how fast food restaurants performance can be enhanced using the dimensions of entrepreneurial marketing (Gungor et al, 2012). However, these studies were conducted in advanced countries; consequently the researcher found a need to adopt such studies to developing countries, like Nigeria.

THEORETICAL PERSPECTIVE
The Concept of Entrepreneurial Marketing
The term entrepreneurial marketing merges as two formally distinct disciplines and is used to describe the marketing processes of firms pursuing opportunities in uncertain market circumstances often under constrained resources (Hunt & Siat, 2013). To understand entrepreneurial marketing it is paramount to first establish the meaning of terms “Marketing” and “Entrepreneurship”. Prevalent conceptualizations of marketing centres on a set of activities that facilitates exchange relationships. Consider a commonly accepted definition promulgated by the American Marketing Association. “Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational goals”.

The entrepreneur has become a hero in recessionary times and the ability to operate to grow a business in a challenging business environment is important for society (Mehran and Morteza, 2013). Entrepreneurship can be conceptualized as a process that occurs in organizations of all sizes and types; they defined it as “the process of creating value by bringing together a unique package of resources to exploit an opportunity”. The process itself include the set of activities necessary to identify an opportunity, define a business concept, assess the needed resources, acquire those resources, and manage and harvest the venture.

The concept of entrepreneurial marketing describe the values, skills and behaviours of entrepreneur in addressing their problems and finding business opportunities, it represents a different approach to envisaging the business itself, its relationship with the market place and the role of marketing function within the firm or as a strategic entrepreneurial posture or
behaviour in marketing which is represented by an individual/organization (Sabrina, 2010).

Businesses operate in an environment characterized by a high risk and low possibilities of anticipating categories of factors: a change, complexity, chaos, and contradiction (Sterpu, 2004). Beverland and Lockstin (2004) refer to entrepreneurial marketing as “efffectual action” or the adaptation of marketing theory for the unique needs of firms. These effectual actions simultaneously address many issues: opportunity, innovation, risk and resources constraints for such firms, these actions are the task of the individual owners/operator.

In one of the most comprehensive discussions, on entrepreneurial marketing, Morris et al (2002) characterize entrepreneurial marketing as an organizational orientation having seven underlying dimensions. Four of these dimensions: pro-activeness, opportunity-focused, risk taking and innovation-oriented builds directly on research examining the entrepreneurial orientation of the firm.

Entrepreneurial activities therefore will result in positive macro-economic outcomes and can lead to improved performance in established organizations, markets which have enough freedom in entrepreneurial marketing processes can be strategically employed to create superior value for the firm’s customers and owners. Excimiery and Mohammed (2013) suggested that entrepreneurial marketing practices are expected to affect both financial and non financial outcomes.

ENTREPRENEURIAL PRO-ACTIVENESS
Bateman and Grant (1993) argue that pro-activity is a personal behavioural construct that exhibits a “relatively stable tendency to effect environmental change”. Trese and Fay (2001) view it further in proposing that pro-activity will have a positive impact on individual as well as organizational performance.

Osaze (cited in Olayiwola, 2012) refers to pro-activity as defining your goals and your future and arriving there as planned. Pro-activity is a state of mind and the will largely driven by one’s consciousness, to sustain a vision, to fulfill a mission, to attain a challenging goal and to achieve defined objectives. It is envisioning a future towards which one devices the strategic parameters for influencing, impacting and recreating the environment within which to operate in line with that vision. Entrepreneurial pro-activiteness can also be seen as alertness of the company. Alverez and Barney (2002), opines that entrepreneurial pro-activiteness do not exist or have become unsuspected valuable to customers and where new procedures of manufacturing which may be unknown to others become feasible.

Pro-activeness reflects entrepreneurial willingness to dominate competitions through a combination of proactive and aggressive moves, e.g. introducing new products or services ahead of competition and acting in anticipation of future demand to create change and shape the environment. Moreover, having a proactive orientation involves discovery and satisfying the latent unarticulated needs of customers through collecting customers and competitor-based information (Mehran and Mortezea, 2013).

The pro-activeness dimension is said to reflect top management orientation in pursuing enhanced competitiveness and includes initiative and risk taking and competitive aggressiveness and boldness (Antonic and Hisrich, cited in Gunjur, 2012). Pro-activeness shows a strong positive relationship with performance (Lumpkin and Dess, 1996)

Entrepreneurial pro-activeness as important as it is in measuring organizational performance, it is not sufficient for entrepreneurial pro-activeness to be linked to knowledge for coordinating inputs at below market value and converting such inputs into output for ensuring a high performance. This makes the proactive company to focus on past; the present and future with equal zeal, using history to explain and fully understand the present and to challenge and create its own proactive future (Olayiwola, 2012).

Pro-activeness is basically achievement oriented, emphasizing initiative taking, anticipating, creating change, predicting evolution towards a critical situation and early preparation prior to the occurrence of an impending uncertainty or risk. Pro-activeness reveals self through actions in a formulation of “stated belief” and the implantations of these beliefs (Rosemond et al, 2012).

Pro-active tendency gives a firm the ability to anticipate changes or needs in the market and be among the first to act on them and such a first mover advantage translates into superior performance. Therefore pro-active firms can create first mover advantages, target premium and market segments and skim the market ahead of competitors.

Entrepreneurial Opportunity Recognition
Entrepreneurial marketing emphasizes on pursuing opportunities regardless of available resource. Opportunities present unnoticed market positions that are potentials for sustainable profit potential (Gungor et
al., 2012). Recognition and pursuit of opportunity are marketing activities critical to a firm success. Market potential is evaluated by the degree of fit that relate to the capabilities and resources of the firm. It is the tendency of the firm to identify the “right” opportunity that determines success (Becherer et al., 2008). Although opportunity may occur randomly, entrepreneurial marketers have tendency to proactively scan for new opportunities. To be pro-active and have the will to be pioneers enables entrepreneurial firms to serve unsatisfied needs and take advantage of emerging opportunities before their competitors can.

Innovation and creativity are important tools that enable entrepreneurial firms transform opportunities into realities (Kilenthong et al., 2010). According to Becherer et al. (2008), opportunity focus of a firm is the ability to select the right opportunity that determines success. Alvarez and Barney (2012) posited that opportunities are seen as objective phenomena that exists independently of the entrepreneur and as such resides in a stream experience external to the entrepreneur awaiting discovery and exploitation.

Matsune et al. (2002) suggested an organization’s market knowledge determines whether innovation is implemented at the right time, under less ideal circumstances. Market knowledge serves as a constraint, preventing the firm from squandering resources in vain. Market knowledge allows firms to take the right time, directing the organization towards success. Opportunities requiring substantial resource commitments may be unattainable to smaller owner-operated firms. However, for entrepreneurial firms, the recognition and pursuit of opportunity are more closely aligned with the entrepreneur’s individual perceptions (Schindehuth and Morris, 2010). Thus, where others perceive problems, entrepreneurs are more likely to see potential.

Hsieh (cited in Ardichvili, 2003) posited that firms opportunity recognition ability have a positive impact on performance based on the following premises. First, Opportunity recognition reflects the firms’ ability to seek innovative solutions to customer problems, which in turn increases customer satisfaction, sales volumes and eventually firm performance. Second, in order to identify new opportunities, firms are constantly on the lookout for new market needs or to create new market needs or to create new fits between supply and demand (Ardichvili et al., 2003). As a result, market needs will be better served and firm’s sales volume will be boosted. Third, opportunity recognition often leads to the birth of new business ideas, product services, and process business model or management techniques. As firms endeavour to pursue these opportunities, then overall problem solving skills and decision making capabilities will be enhanced. Furthermore, their abilities to immediately adapt to the complications of the institutional environment will be improved.

The availability of opportunities tends to correlate with rates of environmental change, indicating a need for marketers to engage in heightened levels of both actions search and discovery. Further, exploitation of opportunity entails learning and ongoing adaption by marketers before, during and after the actual implementation of an innovative concept (Morris et al., 2002). Opportunities represent unnoticed market positions that are sources of sustainable profit potential. They are derived from market imperfections, where knowledge concerning these imperfections and how to exploit them distinguish entrepreneurial marketing.

**Entrepreneurial Innovation**

The entrepreneurial marketing concept is based on innovations and ideas development of that relate to an intuitive understanding of market needs (Stokes, 2000). It can foster substantial competitive advantage for proactive firms seek innovative options for the customers (Becherer et al., 2006). Innovativeness refers to proactive firms that explore new opportunities rather than just exploiting current strengths and therefore it is seems essential to an innovative effort capable of exceeding the customer’s expectations (Santos-vijande and Alvavez, 2001).

According to Lumpkin and Dess (1996) innovativeness include fostering a spirit of creativity, supporting research and development and experimentation, developing new processes, introducing new product and services and technological leadership. Innovation-oriented marketing actions enable the firm to focus on ideas that lead to new markets, products or processes.

The extent to which a successful organization places innovation in its marketing activities can evolve from the highly innovative new market knowledge. Firms may choose to focus on innovative means of marketing since the firm may not have the resources to meet or maintain industry standards (Carson and Gilmore, 1991). Marcati et al (2008) are of the view that entrepreneurs exhibit a general innovativeness or openness to newness and they also display a specific domain in a study comparing traditional, corporate marketing to entrepreneurial marketing. It could be said that, in the case of the entrepreneur, the marketing strategy supersedes traditional marketing theory by the creativity, flexibility and innovation exhibited by the
today entrepreneurs. In their model of entrepreneurship as a solution to environmental issues, York and Venkataraman (2010) found entrepreneurs are better at addressing environmental uncertainty and providing innovation.

An innovation consists of certain technical knowledge about how things can be done better than the existing state of art (York and Venkataraman, 2010). Thus being innovative will help firms expand new businesses and sell business opportunities and successfully compete in transition economy. This helps firms establish a dominant competitive position and can afford a new comer firm an opportunity to gain an edge in the market.

Firms which are effectively innovators are likely to sustain very well in the dynamic and competitive markets in as such as it’s in line with an intuitive understanding of market needs (Stokes, 2000). Innovations and creativity are conditions inherent in the role of entrepreneurship and reflects a firms desire to develop methods that may result in new products, services or technological processes.

Lumpkin and Dess (1996) appreciates innovativeness as a process while innovation is the outcome of the process. Innovation comes in many different forms; technological innovativeness consists primarily of research and engineering efforts aimed at developing new products and processes. Product-market innovativeness may include market research, product design and innovations in advertising and promotion. Innovation hence may provide an important resource that contributes to firm’s success.

Innovativeness has become a pre-requisite for a firm’s competitive advantage and survival. It appears particularly important to small entrepreneurial firms with limited resources (Vande De Vande et al, 2009). Innovativeness is a critical determinant of a firm’s performance (Cooper, 2000).

In entrepreneurial marketing, entrepreneurs tend to be innovation-oriented (that is driven by ideas and intuition rather than customer-oriented), that is driven by assessment of market needs. This innovativeness of entrepreneurial orientation would promote change and creative behaviours, which encourage active exchange of ideas, increase information flows and novelty in new product development.

**Competitive Advantage As A Performance Measure**

Performance is a multi-dimensional concept. The outcomes for firms can be measured in financial and non-financial measures (quantitative and qualitative), Becherer and Helms, 2012). Although outcomes for entrepreneurial firms can be measured in a number of quantitative ways, unlike large enterprises the important outcomes for the entrepreneur are often quantitative (Becherer et al 2012).

**Key Marketing Performance Indicators**
The marketing performance of a firm can be evaluated in different ways: according to the book “Marketing metrics” 50+ metrics every executive should master”. There are 9 main categories of marketing metrics; margins and profits, product and portfolio management; customer profitability; sales force and channel management; pricing strategy, promotion, advertising media and web metric, marketing and finance and share of hearts, minds and markets.

Gaining and sustaining competitive advantage is the defining question of strategy. Barney (2002) says that “a firm experiences competitive advantage when its actions in an industry or market create economic value and when few competing firms are engaging in similar actions. Barney in his work goes ahead to tie competitive advantage to performance, arguing that, a firm obtains above-normal performance when it generates greater than expected value from the resources it employs.

In some entrepreneurship firms, some firms are more profitable than others, regardless of whether the average performance for such industry is low or high. The superior performances indicates the possession of some special and hard to imitate abilities which allows them to outperform their rivals.

These unique skills and assets (resources) are referred to as sources of competitive advantage. Competitive advantage can result from either implementing a value creating strategy not simultaneously being implemented by any current or potential competitors (Barney, 1991). A company’s competitive advantage can be created by providing the means to outperform its competitors by paying attention to external factors (Pardi cited in Barney, 1991).

**Entrepreneurial pro-activeness and Competitive Advantage**

Pro-activeness has been characterized as taking action to influence a firm’s environment (Bateman and Grant, 1993). This involves two related marketing actions; pro-activeness consists first of practices by which the firm anticipates challenging situations and second, of the actions taken to manage those events.
From an entrepreneurial perspective, pro-activity describes marketing actions through which the firm redefines its external conditions to reduce uncertainty and lessen dependency and vulnerability. Keti (cited in Mehram and Mortzea, 2013), that proactiveness reflects entrepreneurial willingness to dominate competition through a combination of proactive and aggressive moves, which includes introducing new products or services ahead of competition and acting in anticipation of future demands to create changes and shape environment, in order to outperform competitors. Thus, we hypothesize that:

**H1:** Entrepreneurial pro activeness has a significant effect on competitive advantage.

**Innovation and Competitive Advantage**

Innovation-oriented marketing actions allow the entrepreneurial firm to focus on ideas that result to new markets, products or processes. The degree to which a successful organization emphasizes innovation in its marketing actions can range from the highly innovative new market creator to the incremental market builder. The market creator must break with past solutions to offer the customer a radically different value while the incremental innovator builds on existing customer relations and market knowledge. Entrepreneurial firms may choose to focus on innovative means of marketing since the firm may lack available resources to meet or sustain industry standards (Carson and Gilmore, cited in Daniella, 2012).

Marcati, Guido and Peluso (2008) observe that entrepreneurs display a general innovativeness or openness to newness and they also exhibit a specific predisposition to be among the first to employ innovation within a specific domain. In a study comparing traditional, corporate marketing to entrepreneurial marketing, Daniellas (2012) found that as it relates to the entrepreneur, the marketing strategy supersedes traditional marketing theory by the creativity, flexibility and innovation exhibited by the day-to-day entrepreneurs.

Cooper (2000) opined that innovativeness is a critical determinant of business performance. Vande et al (2009) stated that innovativeness has become a prerequisite for a firm’s competitive advantage and survival. It seems particularly vital to small entrepreneurial firms with limited resources. Therefore, we propose that:

**H2:** Innovation has a significant relationship with competitive advantage

**Entrepreneurial Opportunity Recognition and Competitive Advantage**

The positive link between opportunity recognition and performance is particularly relevant for firms in emerging economies. First, emerging economies are characterized by their fast changing environments, in which industrial technologies update quickly, customer demands change rapidly and market competition becomes increasingly fierce (Simon et al, 2007). Thus firms who continuously seek transient business opportunities will survive better. Secondly, compared with large firms, fast food restaurants have to make better use of their opportunity-seeking behaviour in order to survive and thrive.

That is, by taking advantage of their resources, accumulated in a long period of time, large firms are able to maintain their existing competitive advantages without pursuing new market opportunities. Therefore, fast food restaurants, however, need to continuously explore and exploit entrepreneurial opportunities because their limited resources can only enable them to temporary sustain competitive advantages.

Thus, we hypothesize that:

**H3:** Entrepreneurial opportunity recognition has significant relationship with competitive advantage.

**METHODOLOGY**

The study was conducted in Asaba metropolis, Delta State, Nigeria in some selected fast food restaurants. The primary data were collected from 140 staff and customers. The research instrument was a 20-item validated structured questionnaire to measure responses. All items were assessed on a five point likert scale, ranging from 1 Strongly Disagree to 5 Strongly Agree. The Cronbach Alpha (α) was used in the course of this study to determine the mean reliability coefficient for the dimensions of entrepreneurial marketing. To estimate the reliability of the questionnaire, the Test-Retest Reliability test method was employed and the cronbach Alpha Index technique was used to estimate the reliability of the questionnaire. Favourable reliable scores were obtained from all the items of dimensions of Entrepreneurial marketing since all coefficient values were above 0.6, which exceeded the common threshold recommended by Malthra (2004)

**RESULTS**

**Reliability Check**

The test-retest method was employed to establish the internal consistency. This involved repeated administration of the same questionnaire. Thus the same questionnaire was administered twice to same respondents at interval of three weeks. The reliability was established by assessing the internal consistency of
the items representing each construct, using cronbach alpha index. Favourable reliable scores were obtained from all the items since all alpha co-efficient values were above 0.06. Thus exceeding the minimum benchmark of cronbach alpha value (0.06) recommended by Malhotra (2004). The table below depicts the reliability test result.

Table 1: Reliability test

<table>
<thead>
<tr>
<th>Items</th>
<th>Alpha (α) value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneur Pro-activeness</td>
<td>.783</td>
</tr>
<tr>
<td>Entrepreneurial Opportunity</td>
<td>.721</td>
</tr>
<tr>
<td>Entrepreneurial Innovation</td>
<td>.716</td>
</tr>
<tr>
<td>Competitive Advantage</td>
<td>.701</td>
</tr>
</tbody>
</table>

Table 2: Correlation Matrix among the Dimensions of Entrepreneurial Marketing and Competitive Advantage

<table>
<thead>
<tr>
<th></th>
<th>Entrepreneurial proactiveness</th>
<th>Entrepreneurial innovation</th>
<th>Entrepreneurial opportunity recognition</th>
<th>Competitive Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurial proactiveness</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrepreneurial innovation</td>
<td>.492**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrepreneurial opportunity recognition</td>
<td>.535**</td>
<td>.549**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Competitive Advantage</td>
<td>.201*</td>
<td>.398**</td>
<td>.333**</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2 tailed)

The correlation analysis as shown in table 1 reported that entrepreneurial proactiveness exhibited positive and significant correlation with competitive advantage (r = .201*, P < .01). Also the result showed that there is a positive correlation between entrepreneurial proactiveness and entrepreneurial innovation (r = .492** P < .01). Similarly, entrepreneurial proactiveness was positively correlated with entrepreneurial opportunity recognition (r = .535** P < .01).

Entrepreneurial innovation exhibited positive and significant correlation with entrepreneurial opportunity recognition (r = .549** P < .01). Entrepreneurial innovation has significant positive relationship with competitive advantage(r = .398** P < .01). Also, there is a positive correlation between entrepreneurial opportunity recognition and competitive advantage (r = .333** P < .01).

Table 3: Multi Regression Analysis for Dimensions of Entrepreneurial Marketing and Competitive Advantage

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. error Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>9.255</td>
<td>1.578</td>
<td>5.847</td>
<td>.000</td>
</tr>
<tr>
<td>Entrepreneurial Proactiveness</td>
<td>.261</td>
<td>.093</td>
<td>.265</td>
<td>3.654</td>
</tr>
<tr>
<td>Entrepreneurial Innovation</td>
<td>.333</td>
<td>.104</td>
<td>.342</td>
<td>3.264</td>
</tr>
<tr>
<td>Entrepreneurial opportunity recognition</td>
<td>.157</td>
<td>.092</td>
<td>.176</td>
<td>2.655</td>
</tr>
</tbody>
</table>

a. Dependent variable: Competitive advantage

Table 3b: Model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R square</th>
<th>Adjusted R square</th>
<th>Std. error of the estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.426*</td>
<td>.183</td>
<td>.178</td>
<td>1.7586</td>
</tr>
</tbody>
</table>

DISCUSSION

The study is focused on the effects of entrepreneurial marketing on the performance of fast food restaurants in Asaba, Delta State. The results of the correlation analysis involving all indicators of entrepreneurial marketing exhibited positive correlation coefficient values among the variables. This is indicative that they are appropriate dimensions of entrepreneurial marketing. The results from the multiple regression analysis (MRA) recorded the effect of entrepreneurial marketing on competitive advantage. The three constructs of entrepreneurial marketing: entrepreneurial proactiveness (β = .265, P < 0.01), entrepreneurial innovation (β = .342, P < 0.01) and entrepreneurial opportunity recognition (β = .176, P < 0.01) exhibited statistically significant positive effect on competitive advantage.

The result provided support for the HO1 test result (r=.011 <.05) which indicated that there is statistically significant positive relationship between entrepreneurial proactiveness and competitive advantage. This is evidence in Lumpkin and Hess (1996) findings that proactiveness shows a strong positive relationship with performance. Bateman and Grant (1993) argued that
proactiveness is a personal behavioural construct that exhibits a relatively stable tendency to effect environmental change. This implies that Entrepreneurial proactiveness is a significant factor critical to create an edge over competitors.

The findings also showed that entrepreneurial innovation is found to have significance positive relationship with competitive advantage ($\beta = .342, \ P < 0.01$). The findings provided support for the result of HO2 ($r=.003 <.05$) which stated that there is a statistically significant positive relationship between entrepreneurial innovation and competitive advantage. This is supported by the views of Stokes (2000) that entrepreneurial marketing concept is focused on innovations and the development of new ideas in that reflect an intuitive understanding of market needs, and it can create a substantial competitive advantage for firms that proactively search for innovative options for their customers (Becherer et al, 2006). Innovations are source of significant progress and growth for a firm as suggested by Lumpkin and Dess (1996).

Furthermore, the result of the regression analysis revealed that entrepreneurial opportunity recognition has positive effect on competitive advantage ($\beta = .176, \ P < 0.01$). This finding is consistent with the result of HO2 test ($r=.021 <.05$) which indicated that entrepreneurial opportunity recognition has statistically significant relationship with competitive advantage. This is in agreement with Gungor et al (2012) findings which stated that opportunities engender unnoticed market positions, as sources of sustainable profit potential. In order to identify new opportunities, firms are constantly on the lookout for new market needs or to create new fits between supply and demand (Ardich Vili et al, 2003). As a result, market needs will be better served and firms’ sales volume will be boosted.

CONCLUSION

Conventional marketing practices seem to be ineffective to appropriate for entrepreneurial firms to gain competitive advantage amidst competition. This study has established that entrepreneurial marketing is a multidimensional construct whose aspects have significant positive influence on greater performance of fast food restaurant in the highly competitive marketing environment. The analysis for the research shows that pro-activeness, innovation and opportunity recognition adoption by fast food restaurants will increase performance.

In furtherance, the study affirmed that entrepreneurial proactiveness is a key driving force to achieve competitive advantage. The aggressive moves and processes through the introduction of new products and services ahead of competitors determine the competitive advantage firms experience over similar firms. Pro-active tendency gives an entrepreneurial firm the ability to anticipate changes or needs in the market and the initiative to be among the first to act on them.

Entrepreneurial firm’s recognition and pursuit of opportunities are marketing actions critical to performance. Therefore pursuing latent market opportunities through seeking innovative solutions to foster competitive advantage. Opportunity focus of a firm is the ability to select the right opportunity to determine success. Thus fast food firm opportunity recognition ability has positive impact on the performance.

Entrepreneurial innovation oriented marketing action allows the firm to concentrate an ideas that lead to new markets, products or processes, which helps to enhance competitive advantage. Contextually, the marketing strategy of the entrepreneur appears to supersede that of traditional marketing theory and seems more appropriate for the fast food firm through the innovation, creativity and flexibility of entrepreneurial behavior and orientation. Hence entrepreneurial innovation is a significant factor in gaining competitive.

RECOMMENDATIONS

In the light of the analysis of findings, the following recommendations were made in relation to entrepreneurial marketing and fast food restaurants performance.

To gain competitive advantage, firms should exhibit pro-activeness which reflects entrepreneurial willingness to dominate competitors through a combination of proactive and aggressive moves. In other words, firms should be more action oriented rather than reaction oriented. Firms should be proactive in discovering and satisfying the latent, unarticulated needs of customers through collecting customer and competitor based information.

Firms should display a general innovativeness or openness to newness and be inclined to a specific predisposition to be among the first to adopt innovation within a specific domain. Being innovation-focused, allows firms to concentrate on new ideas that lead to new markets, products or processes. Innovativeness would promote change and creative behaviour which encourages new product development for the benefit of the organization and customer.

Firms should be in the forefront in identification of opportunities untapped by competitors, place products
where they are needed and yet don’t exist and be the first to tap into unused resources.

**LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDIES**

The following limitations of this study can be addressed in further studies:

The study was conducted in only one industry (the fast food industry). Further research may need to examine the potential of entrepreneurial marketing in other industries. This is because entrepreneurial marketing seems to have strategic relevance that cuts across all industries.

The data used were collected from only Asaba metropolis in Delta State. Further research may include more than one state or other states from the three geopolitical regions in Nigeria. Thus the findings can be more generalised to larger population of fast food restaurants employees and customers in Nigeria.

**REFERENCES**


