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The marketing entrepreneurship and the SMEs competitiveness

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Abstract

The marketing - entrepreneurship interface at corporate level has generated many debates and studies in the last two decades, both in marketing and entrepreneurship fields. Certain elements of marketing orientation and approach may be used in the development of entrepreneurial processes, while entrepreneurial orientation and behaviour enhance the marketing performance of a company which operates in a dynamic environment. This paper presents the concept of entrepreneurial marketing, a proposed entrepreneurial marketing model, as well as the partial result of a preliminary test of this model.

Keywords: entrepreneurship, entrepreneurial market orientation, marketing, organisational learning, SMEs.

The concept of entrepreneurial marketing

Entrepreneurship has been defined as the process of creating value by bringing together a unique set of resources, an opportunity to exploit. The process includes the set of activities to identify opportunities, business definition, evaluation and acquiring the necessary resources, management and getting results.

Entrepreneurship is the main mediator of change. The events leading to the elimination of economic equilibrium entrepreneurial phenomenon Schumpeter termed "creative destruction" (Schumpeter, 1971). In addition, entrepreneurship is seen as an organizational orientation, which emphasizes the three dimensions: innovation, taking calculated risks and proactive orientation.

Innovation refers to the generation of creative solutions to problems facing the company and new customers' latent needs. Taking calculated risk involves the willingness to devote significant resources to projects that shows a probability of failure considered to be reasonable, but at the same time, ensure risk diversification.

There is growing evidence to support the idea that, over time, companies that have been most successful are those engaged in entrepreneurial activities of character.

The need for an entrepreneurial approach is high in situations where firms are faced with these situations: rapid changes in the technology, needs consumer and social values, decision-making situations in which reaction time is reduced, reduced possibility of long-term control of environmental variables.

Businesses operate in an environment characterized by a high risk and low possibilities of anticipating changes, the new competitive characterized by four categories of factors: a change, complexity, chaos and contradiction.

Marketing Entrepreneurship is approached as an integrative concept marketing approach to adapt to new environmental conditions in which the enterprise operates. Marketing of entrepreneurial marketing and entrepreneurship synthesize a

comprehensive concept, in which marketing is a process the company can make the mindset.

The first interface research in marketing / entrepreneurship started in University of Chicago in 1982 and in 1997 the first symposium was held American Marketing Association on "Marketing and Entrepreneurship."

Interface marketing - entrepreneurship is needed in two situations:

- market characteristics are discontinuous, entrepreneurial orientation represents a useful support in identifying needs yet uncollected;
- market with features continue, enterprise guiding marketing strategy in the direction of the current needs in an environment that presents new features.

Marketing and entrepreneurship presents three areas of interface (Collinson and Shaw 2001): orientation to change; identifying and exploiting opportunities; orientation towards innovation.

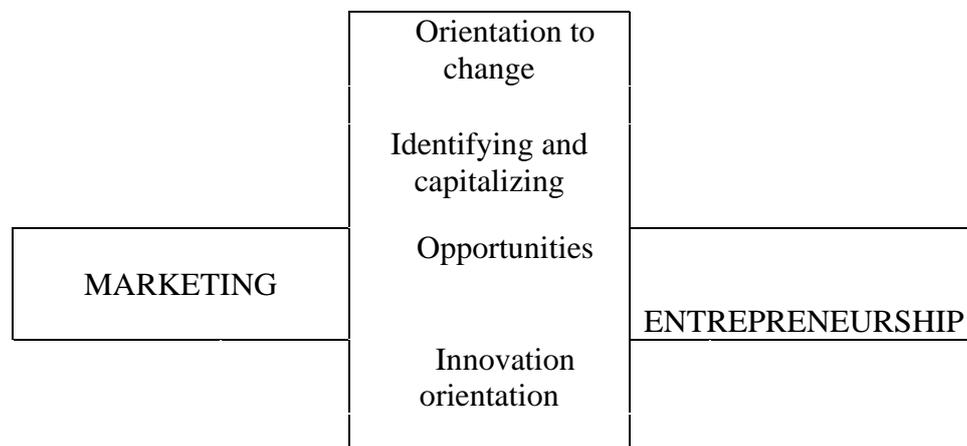


Fig.1 Marketing Entrepreneurship Interface

A proposed model of entrepreneurial marketing

Entrepreneurial marketing model that we propose is a development from the perspective of organizational learning theory, the model of Morris, Schindehutte and LaForge (2002), based on the following assumptions:

- a) environmental conditions determine the need and extent of manifestation of the spirit entrepreneurial marketing processes;
- b) entrepreneurship event marketing processes is conditioned by three factors: entrepreneurial orientation towards the enterprise market; organizational climate and communication system based on ICT, in particular ERP (Enterprise Resource Planning) collaborative;
- c) entrepreneurship event marketing processes induces a higher level of performance marketing.

In substantiation construct "entrepreneurial orientation towards the market" I started to critically examine the concept "market orientation" (Kohli and Jaworski 1990, Narver and Slater 1990) and "entrepreneurial orientation" (Covina and Slevin 1989). From the perspective of the positivist theory the discovery of entrepreneurial opportunities (Schumpeter 1971) and social constructivist theory (Kirzner 1997), orientation Entrepreneurial to the market was conceptualized based on three dimensions: innovativeness in exploring (recognition / construction) business opportunities, pro-entrepreneurial opportunities in experimenting, networking (network integration partners) in order to exploit business opportunities.

One of the major challenges in adopting ERP systems is to ensure flexibility, organizations must constantly integrate new modules useful in conducting business processes in the shortest time (Gupta 2000).

Flexibility refers to the extension of ERP systems by which an ERP system can be dynamically reconfigured to define new business models and processes (Stedman 1999).

We recommend that the implementation of the proposed model of marketing entrepreneurship to be held in four major stages as follows:

1. development and learning of a value system in the entrepreneurial top management;
2. developing a vision and an entrepreneurial organizational missions;
3. development of an entrepreneurial type of organizational climate, which includes:
 - development of an entrepreneurial style of leadership;
 - modifying the structure to become an entrepreneurial type;
 - developing an entrepreneurial culture;
 - develop a system of evaluation, reward and control Type entrepreneurship.
4. development of an entrepreneurial type of organizational infrastructure which include:
 - a system of knowledge generation and storage;
 - a system to disseminate knowledge within the organization;
 - entrepreneurial skills development system;
 - a communication / collaboration through networks intra and inter-organizational knowledge.

SMEs competitiveness and influence factors

Romanian Government was fully committed to strengthening the competitiveness of Romanian companies in accessing the Internal Market perspective in accordance with the European Charter for Small Enterprises adopted at Lisbon in 2000. Lisbon Charter was designed to help improve the competitiveness of European SMEs in the context of globalization and knowledge-based economy.

Moreover, in 2002 Romania has signed with other candidate countries, at the time, Maribor Declaration which commits to harmonize policies to support domestic firms competitive with the Charter of Lisbon. As expression of these international commitments assumed by Romania, directions and measures that define the national strategy for supporting and promoting SMEs for 2004-2008 reflect internal needs of the horizon of small businesses, but also respond to European concerns.

National Agency for Small and Medium Enterprises and Cooperatives (operatives), as a governmental body is responsible for implementing the Government Strategy for SME support and development approved by GD. 1280/2004, for which aims to substantiate its decisions and proposals for SME support policy analysis, including qualitative, stage of development, needs and priorities of SMEs and cooperatives. Given these considerations, investigative tool used, that the questionnaire and analyze the results closely follow the action steps and direction of national strategy.

These priority B SME strategy aims at increasing competitiveness. The main factors which influence the light was reviewing the competitiveness of SMEs are:

(A) the ability to invest;

(B) the ability to create and bring new products to market, noting that during the acceptance of new product research is not limited to single product or product trademark, but the question any further targeted improvement of product renewal process;

(C) ability to compete both domestically (with a focus on participation in public procurement) as well as international markets.

In the following we present briefly the results and findings on the issues listed above. Mention that users of this research report may go to more detailed analysis and consultation and analysis and more detailed, depending on the needs of specific analysis, the full survey data presented in the attached tables.

Introducing new products

Innovation capacity of SMEs is one of the special characteristics of this sector with focus on flexibility and market needs. The success of innovative activities undertaken by SMEs is materialized, both in developing markets by introducing new or improved products, and through improvement and innovation in organizational processes and technologies of each company, including distribution processes. From this perspective, the investigation stops only to analyze the capacity of SMEs to create sites and introduce new products on the market.

In this approach, the new product is treated with a single product, no new product is not restricted to the trademark. The new product, the acceptance of the methodology, it is understood in the context of this research, a product so completely new and substantially improved products. Analysis highlighting categories are widening the sources of new products.

SME capacity to introduce new products

Only one third of SMEs have succeeded in introducing new products to market in 2004. While the other two thirds that 68.2% of SMEs have introduced new products.

SMEs active in the industry recorded the highest percentage of new products introduced in Chapter market in 2004, 37.3% respectively. SMEs in this industry are followed by those in the trade with a share of 35.1%. All records in other sectors as different as the average total weight (30.3%). Mostly, these differences are explained by specific sectors in the sense that they are sectors such as construction or transport where innovation of new products is slower. In contrast in the services sector, an area

suitable for innovation, new services introduced weight is below average overall. Based on the foregoing, it can highlight the reduced capacity to innovate and create new services to SMEs active in this field. This is worrying, more so as the cost of creating new services are generally lower than the costs involved in innovation and creation in industry, for example, or in communications. It still took into account that telecommunication infrastructure is underdeveloped in some cases what is not allowed to support performance of firms.

The reduced capacity of SMEs to introduce new products on the market and keep the block size analysis. Regardless of size, most SMEs reported that they have brought new products on the market in 2004. Their percentage varies from 69.4% to small enterprises, to just 61.5% for the middle category of enterprise.

Origin of new products introduced to the market

Although only a third of SMEs have succeeded in the market introduction of new products, though those who have done so have used almost equally from three sources: imported products (45.5%) and product creation other companies in Romania (46.0%). In last place was created by the company's own products (40.8%).

There were significant differences between SMEs according to sector. 89.9% of SMEs in the industry have reported putting new products on the market claim that these products are their own creation. Trading firms have introduced new products in almost equal measure, both imports (66.0%), and products developed by other companies in Romania (68.8%). The weights given illustrates the fact that most SMEs in the trade use both sources of new products. Following the share of SMEs which have made imported products compared to those who have introduced new products created by other companies in Romania, one can observe a certain direction in some sectors (construction, industry and other services) to more than than to import products from other companies in the country. This shows that innovation in these sectors is still poor as well as assimilating new technologies that allow businesses to respond to market demands.

In contrast, undoubtedly, the ability of SMEs to introduce new products on the market as a result of their own creation, increases with the size category. Micro-enterprises are proving to be the least capable of innovation in new products, only 37.2% have created these products, while small in percentage of 63.5% and medium-sized ones at a rate of 74 3% said that new products were brought to market its own creation. Orientation bias of new products imported from those created by other companies in the country is preserved and largest category of analysis.

Conclusion

The potential for innovation, business process integration, climate collaborative / creative, entrepreneurial spirit and the manifestation of the propensity of ERP implementation are factors that provide the conditions necessary for developing processes entrepreneurial marketing and increase business performance. The methodology of implementing a model of entrepreneurial marketing management guidance, structure schimbaii Make behavior of all members of an organization

involved in the processes of entrepreneurial nature. This work does not detail the relationship between behavior type entrepreneurship and the firm's marketing performance. Three major research directions required in the future: analysis of relationships between entrepreneurial orientation of the company and its performance, identify the factors mediating environmental influences on the relationship between entrepreneurial orientation and marketing performance, identifying the role of organizational learning processes in the development of entrepreneurial behavior in marketing.

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