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Antecedent Energizing Profesional Networks And Marketing Performance Fashion Industry: Conceptual Frameworks And Research Proposition

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Abstract. Many studies on the connection between an entrepreneurial mindset and business performance were conducted in the preceding year. As a result, this study puts forth a fresh notion that sets it apart from the competition: the necessity of professional networks for reviving the link between entrepreneurial orientation and marketing efficiency. This study seeks to understand the relationships between three dimensions of entrepreneurial orientation—being proactive, taking risks, and being innovative and the marketing success and thriving professional networks of Indonesian fashion SMEs. The process's output is the energization of professional networks based on a synthesis of the theories of dynamic marketing capabilities and achievement goals. A single informant survey of Fashion SMEs owners in the relevant domain using structural equation modeling (SEM) and a moderator test is the suggested methodology for testing the proposed model. While the study's statistical population including all business owners of Indonesian fashion SMEs. Purposive sampling was employed in this investigation, with a sample size of 250 respondents. All respondents received questionnaires, which were then used as the primary data collection tool. The paper finishes with recommendations and lines of inquiry for additional study.

Keywords. Proactive, risk taking. Innovativeness, energizing professional networks, marketing performance

Introduction

The study of small and medium-sized businesses is an intriguing subject to investigate in the age of globalization. Small and medium-sized businesses have helped a nation's economy flourish. Small and medium-sized businesses, including those in the fashion industry, are virtually evenly dispersed across the country. The fashion business in Central Java is currently growing quickly as a result of the increasing customer demand for fashion. The fashion sector offers an overview of goods or markets with style components that typically have a limited lifespan (Christopher et al., 2004). Customers in the fashion sector have a tendency to have steady, quick-changing, and unpredictable fashion senses, As a result, the focus of competition in this sector has changed from price and quality to competition that emphasizes the issue of time.

Production moves swiftly to attain success in the fashion market because a design is fairly simple to copy (Barnes et al., 2006; Barnes and Lea-Greenwood, 2006). Cultural variables have a big impact on how fashion trends develop, thus businesses who can quickly adapt to changes in fashion trends and turn them into products that can be sold in stores in the shortest amount of time will succeed. the rate of customer demand and fashion trends (Barnes and Lea-Greenwood, 2010)

Therefore, every entrepreneur in the fashion industry, including owners and managers at Fashion SMEs Clothing, is very appropriate to implement an entrepreneurial orientation, because in a very dynamic environment, full of competition and uncertainty, business performance is highly dependent on entrepreneurs who have the ability to innovate (innovativeness), proactive in seizing chances, capable of taking risks, and proactive in doing so (Amin.M, 2015)) An entrepreneur is a person who launches a new company by assuming risks and uncertainty in through the combination of the necessary resources and the identification of major prospects, to create profit and growth. (Zammerer, 1996)

This can be explained that entrepreneurs must have the ability to develop creativity and generate new ideas that are always needed by the market. Besides that, entrepreneurs must be able to find opportunities and dare to enter new markets. Therefore, entrepreneurial orientation has a very important role in realizing the success of a company (Carbo, 2012; Carton, 2004; Rauch et al, 2009). According to (Zahra and Covin, 2005; Wiklund and Shepher, 2005) in his research found that companies that have a high level of entrepreneurial orientation will be able to compete better. Therefore, SMEs that have better potential can improve their performance.

Although the entrepreneurship literature has explained the important role of entrepreneurial orientation in improving performance, empirically entrepreneurial-oriented companies have not guaranteed to be able to improve SMEs business performance. Several studies have shown that there is a positive and significant relationship between entrepreneurial orientation and performance (Matchaba Hove and Vambe, 2014; Mutheem Wangi And Ngugi 2014; Karauglu. et all, 2013; Alex Anitesinya Patrick Eshun and Any Afi Bonuedi, 2015; Hu Xuhuali, Adelaide, et al, 2018). Meanwhile, several other researchers show that entrepreneurial orientation does not have a significant effect on business performance (Alex, Anlesinya, et al, 2015; Matchaba Hove, T.M. & Vambe.A.K, 2014; Boohene. R. Marfo Yiadom E. & Yeboah, M.A (2012)) To bridge the research gap and the fashion business phenomenon, this study tries to offer a new concept, namely energizing professional networks as a solution variable that connects entrepreneurial orientation and marketing performance. Energizing professional networks is a new concept developed from the synthesis of dynamic marketing capabilities theory and achievement goal theory.

This new concept developed is in line with the development of the SMEs in the Muslim fashion industry in Central Java, which is growing very rapidly. This shows that public awareness of fashion has led to the fulfillment of a lifestyle in dress. Fashion products that are spread in the market are very diverse with many choices both in quality and price so that fashion users have many choices. Therefore, the owner of the Fashion SMEs must have a distinct advantage. The advantage is not how to create new products but how to build professional networks. Professional networks can be defined as abilities that must be possessed by entrepreneurs in the form of marketing coordination, marketing relations, understanding customers and internal communication. In order to strengthen the these professional networks, then the owner of SMEs Fashion needs an energy that can be realized as commitment or *istiqomah*. Therefore, energizing professional networks (EPN) as a value that shows positional advantage is built to improve SMEs business performance”.

Entrepreneurs who have the characteristics of proactiveness, risk taking and innovativeness can affect energizing professional networks and can further improve marketing performance. In addition, proactiveness, risk taking and innovativeness directly affect marketing performance. Entrepreneurs who have istiqomah, trustworthy and full of determination will be able to build good networks with customers. Such entrepreneurial attitude will have an impact on improving business performance.

An entrepreneur is a person who is skilled at taking advantage of opportunities in developing his business with the aim of improving the welfare of life. In Islamic shari'ah the values and spirit of shari'ah can be very helpful in instilling a dynamic quality in its adherents (Solaiman and Hillaly, 1997). Islam encourages people to do their best efforts to obtain Allah's provisions (rizq). Even creating manufacturing sectors that meet the requirements of the populace is viewed as a religious duty. Because the Qur'an and Sunnah have established specific guidelines for trade, industry, profit sharing, debt, contracts, wills, and money, an individual is therefore permitted to establish and run any type of firm enterprise within the bounds of shari'ah. The fundamental rules of economic conduct for consumers, producers (entrepreneurs), and wealth owners are laid out in Shari'ah.

2. Literature Review

2.1. Performance Marketing and energizing professional networks

SMEs established in Australia were the subject of Watson's (2007) investigation of the connection between network and business performance. He uses ROE, ROG, and survivability as metrics for business performance. In his research, he discovered a connection between networking and a company's development, to a lesser extent, and survival. He couldn't do it, to discover a substantial connection between network and ROE, though. An additional intriguing conclusion is that while both formal and informal networks are linked to business survival, only formal networks are linked to firm growth. Furthermore, ROE is not connected to any formal or informal networks. Hence, it can be claimed that the network is crucial to the company's performance especially in light of globalization, which is characterized by increasing opportunities and difficulties, in both the home and foreign market. A network that is well-managed will give the organization a source of competitive advantage and improve performance.

Proposition 1: The higher the energizing professional networks, the higher the marketing performance.

2.2. Proactive, energizing professional networks and Marketing Performance

According to Lee-joo et al (2010), proactiveness is an opportunity-seeking, forward-looking mindset that is defined by the introduction of new products and services ahead of the competition. According to Ibeh and Young (2001), proactiveness is a process through which people, either in their own businesses or on their own organization, in pursuit of market opportunities without regard to the repercussions (G. Tom Lumkin and Dess, 1996; Pearson, 2016). Proactivity is a reflection of the actions of companies exploiting and hoping for opportunities to emerge by developing and introducing new improvements to a product while according to Ibeh and Young (2001) suggest proactiveness is an Entrepreneurship is a process by which people, either in their own businesses or in their own organizations, pursue market opportunities without consideration for the resources at their disposal or for removing the environmental obstacles they currently confront.

According to Lumpkin & Dess (1996, Huli (2009)) proactive entrepreneurial attitude is a willingness to react (disposition to react) positively discover possibilities, outperform rivals by combining proactive and aggressive tactics, look to the future, launch new goods or services, and predict customer demand to alter the environment. A proactive entrepreneurial mindset pushes businesses to introduce products as soon as feasible in order to raise money rapidly or gather input from the market quickly. (F.F Lumpkin, Keith H. Brigham and Todd W. Moss: 2010)

Some opinions about the definition of proactive that have been conveyed above can be concluded that being proactive is a behavior that appears in a person to seize business opportunities and always wants to win the competition. While the indicators used to measure proactiveness are the speed of anticipating problems from competitors, future-oriented, selective in product launches, systematically looking for new ideas (Jhangir Karimi Hiping, Walter, 2015, Cemal Z. 2015, Lumpkin, 2017).

Proposition 2: The higher the proactive behavior, the higher the energizing professional networks

It is possible to define proactivity as "exercising initiative by anticipating and seizing new chances related to future demand and by taking part in growing markets" (Lumpkin and Dess, 1996). The company's awareness and reactivity to market signals serve as an example of how proactive it is. (2007) Hughes and Morgan A proactive mindset is " a proactive, opportunity-seeking strategy that emphasizes anticipating customer needs and launching new goods and services before the competition. front," according to Rauch, Wiklund et al. (2009) Taking charge, according to Kropp, Lindsay, et al. (2008), entails spotting and assessing fresh prospects as well as keeping an eye on market trends. Several studies have revealed that by engaging in this activity, businesses proactively launch fresh item on the market before their rivals. (Venkatraman. 1989).

However, Coulthard (2007) argues that being proactive does not always make you the market leader.. Hughes and Morgan (2007) and Coulthard (2007) discovered that during the early stages of business development being proactive is an important factor influencing the improvement of company performance. The proactive role is less important once a company is founded.

Proposition 3: The higher the proactive behavior, the higher the marketing performance.

2.3.Risk taking, energizing professional networks and marketing performance

By failing to consider the circumstances of uncertainty or using substantial resources for businesses in an uncertain environment, it is courageous to accept risks (Chandra et al., 2007; Fazul et al., 2010; Idah & Mahmood, 2011; Ihami, 2011). Taking risks shows a willingness to use much resources in proportionally, despite the likelihood that it will fail (Covin & Slevin, 1991; Lumpkin & Dess, 1996; Sepulveda, 2010). According to Rosebus et al. (2013), risk taking is defined as the degree to which businesses are willing to take significant risks. It may be argued from the scholars' definitions of "daring to take risks" above that "daring to It may be inferred that daring to take risks refers to an attitude adopted for a high-risk decision based on the definitions of take risks provided above by a number of researchers.

The indications used to gauge risk-taking courage include the willingness to take calculated risks, the courage to invest, the courage to act, and the willingness to seize chances quickly (Jhangir, Karimi, Zhiping, Walter, 2015, Cemal Z. 2017).

Proposition 4: The higher the risk taking behavior, the higher the energizing professional networks.

When a company takes a calculated risk, it means that it is willing to do so even when the results are uncertain (Lumpkin and Dess, 2001). Businesses that are audacious and take risks are said to have an entrepreneurial orientation. are defined as businesses that are fearless and aggressive in chasing prospects, such as taking on significant debt or committing significant amounts of resources in order to profit handsomely from environmental opportunities (Lumpkin and Dess, 1996). Companies with strong entrepreneurial behavior are drawn to initiatives with a higher level of risk in order to gain a better rate of return, according to Avlonitis and Salavou (2007). A risk-averse business, on the other hand, will stay away from actions that could potentially backfire in a dynamic environment. Because the company won't seize market chances, this practice will lead to worse performance (Hughes and Morgan, 2007).

Proposition 5: The higher the risk taking behavior, the higher the marketing performance.

2.4. Innovativeness, energizing professional networks and marketing performance

According to the definitions provided by many scholars, innovation may be characterized as the use of creative and experimental behavior to produce new goods or services as well as technological leadership based on efforts in research and development (Rauch et al., 2009). But, in actuality, it can revolutionize and inspire fresh ideas (Grande, Madsen & Borch, 2011; Hansen et al., 2011; Lumpkin & Dess, 2001). The first person to emphasize the value of innovation in particular and to call attention to "creative destruction" as a trait of the radical innovation process was Schumpeter (1942). "Creative Destruction" refers to the wealth-creation process that results from the introduction of a new good or service, which causes a disruption in the market and a change in consumer behavior. (Lumpkin & Dess, 1996).

Some definitions of innovation can be concluded that innovation is the ability to create new ideas or ideas that will have an impact on the development of a product and market. The indicators used in this research include: creativity in introducing new products/services, technology leadership, research and development and marketing innovation. Companies that have innovation will have the ability to form networks well.

Proposition 6: The higher the innovativeness, the higher the energizing professional networks.

Innovation is the process of creating new ideas, experiences and creativity that will result in technological developments as well as different products and services (Gonzales, Benito et al, 2009). Meanwhile, according to Adegbite et al (2009) innovation refers to finding creative solutions, not to problems of need. Thus, innovation is a very strategic aspect for the company's development. Another opinion Chadwick et al (2009) innovation is the tendency of companies to develop new products, services or technological processes through new solutions. According to the findings of prior research, innovation and company performance are highly correlated (Rauch et al., 2009). In terms of dynamic surroundings, as it was in the Rhine Valley,

Kreiser and Davis (2010) show that high levels of innovation promote firm performance. The indicators used to measure innovation-ness, creativity in product introduction, technology leadership, research and development, marketing innovation (Lumpkin, Des, 1996; Chank et al, 2007; Huger & Morgan, 2007)

Proposition 7: The higher the innovativeness, the higher the marketing performance.

2.5. Entrepreneurship Orientation, Energizing professional network and Marketing Performance.

The entrepreneurial mindset has a strong relationship with company capabilities (McDougall, P.P.; Oviatt, B.M.; Shrader, R.C, 2003). The ability of the company in general is related to the resources owned by the company. In relation to entrepreneurial orientation, it tends to be associated with a person's personal characteristics, both women and men. Therefore, the significant influence of entrepreneurial orientation has a significant effect on organizational resources and operational skills (Treece, D.J, 2007).

Furthermore (Treece et al, 2007) argues that organizational skill increases as entrepreneurial inclination does. The results of Yoon and Kim (2007) further support the idea that, rather than directly influencing organizational performance, an entrepreneurial orientation influences it across organizational capacities. Network capability, one of the most important elements of organizational capability, is dependent on an entrepreneurial mindset (Huggins, R.; Thompson, P., 2015). The more adventurous, proactive, and creative, the greater the organizational capacity (Lee, C.; Lee, L.; Pennings, J.M, 2001).

The interaction that occurs between an entrepreneurial mindset (proactiveness, risk taking and innovativeness) and networking capabilities leads to an increase in business performance. Thus, energizing professional networks as a mediating relationship between an entrepreneurial mindset and marketing performance.

Proposition 8: Energizing professional networks mediate the relationship between proactiveness and marketing performance.

Proposition 9: Energizing professional networks mediate the relationship of risk taking on marketing performance.

Proposition 10: Energizing professional networks mediate the relationship of innovativeness to marketing performance.

2.6. Conceptual models

Figure 1 illustrates how an entrepreneurial mindset and invigorating professional network can boost a company's marketing success. Entrepreneurial orientation and an energetic professional network are prerequisites for the conceptual model that will be used to frame the investigation of each construct's effects. According to the approach, a focus on entrepreneurship and stimulating professional networks both improve marketing success. Invigorating professional networks is also related to the company's inclination for entrepreneurship.

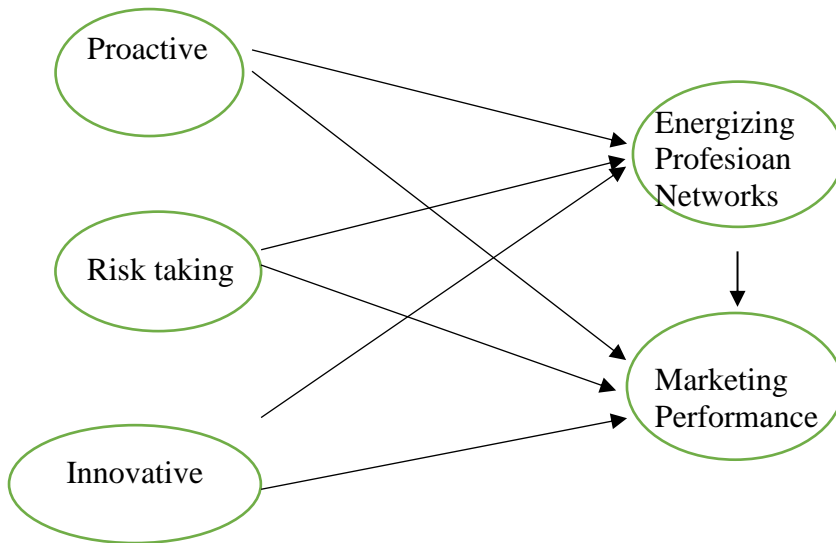


Figure 1. Empirical research model

3. Methods

3.1. Samples and procedures

The population in this study comprises of the owner, manager, or owner who is also the manager of a Muslim fashion small business in Indonesia, as defined by Law Number 20 of 2008. with yearly sales of little more than Rp. 2,500,000,000 or a net worth of no more than \$500,000,000. Data were gathered by giving surveys to 250 respondents in 11 districts and cities in Central Java. Officers with prior training who were trusted to manage the small business would submit questionnaires to small business owners in the fashion industry.

3.2. Instruments

In this investigation, two exogenous variables were included, namely proactivity, risk taking and Innovativeness which were adapted from the views of Lumpkin and Dess (2017) and Jahangir Karimi, Zhiping Walter (2015). Proactive is the tendency of entrepreneurs to take the initiative to seek new opportunities. Four questionnaire items were used to measure proactiveness, namely speed in dealing with business problems, future orientation, selective in product launches and systematic search for new ideas. Risk taking is the company's ability to seek new opportunities and dare to act by accepting the consequences. Four questionnaire items were used to measure risk taking, namely the courage to take action, the willingness to run operational costs, the courage to take projects with high risks and aggressively to take advantage of potential opportunities. Innovativeness is the company's ability to encourage innovation and experimentation when launching new goods and services. The four-item questionnaire to measure innovativeness is looking for new ideas, taking advantage of new opportunities, often trying new ways and creating new products and services. EPN is a new concept from the synthesis of professional network marketing which is derived from the Dinamic Markeing Capability approach and the energizing concept is derived from the achievement goal theory. The concept is then defined as a the drive behind fashion businesses' improved marketing coordination skills, develop marketing knowledge, understand customers and inside communications. Four questionnaire items were used to measure EPN, namely the ability of coordinating marketing, creating marketing knowledge, recognizing internal and external

customers coordination. MRP was adapted from Merrilees et al. (2011) and Doyle. (2003), Solomon (2013) viz. Four questionnaire items are used to measure marketing performance, namely expansion of marketing area, profit growth, sales growth, and achievement of sales targets.

3.3. Analysis Techniques

Data from Indonesian small business owners or managers are utilized to assess empirical research models using the structural equation model (SEM). It uses a confirmatory factor analysis model is employed to evaluate a theoretical construct's multidimensionality (construct validity test). SEM is additionally utilized as a thorough testing tool for whole structural models. The method for data analysis was advocated by Joseph F. Hair, et al (2010). Create a model of causation between constructs and their indicators using a path diagram first. second, using confirmatory factor analysis to examine each construct's undimensionality. Third, calculate the complete structural model equation using the confirmatory test-passing indicators. Before moving on to a substantive analysis, talk about convergence and discriminant validity in section four. The Amos program version 22.00 was used to do the SEM study.

4. Result and Discussion

Efforts to improve marketing performance are needed as a step to achieve company excellence. To achieve this, there are many factors that the company must pay attention to. One of these factors, entrepreneurial orientation becomes an interesting issue in relation to improving performance. Therefore, managers or entrepreneurs must be able to recognize the issue and implement tactics that are entrepreneurial in nature to succeed in a highly competitive market. An entrepreneurial orientation comprising three crucial components, such as initiative, risk-taking, and innovation will be a concern in this study as an effort to improve marketing performance. In previous studies there were differences of opinion that some researchers stated that entrepreneurial orientation had no effect on performance and others argued that entrepreneurial orientation had an impact on performance. This study therefore aims to fill a significant and intriguing gap in the literature. by offering a new concept of energizing professional networks. Energizing professional networks as relationship antecedents of entrepreneurial orientation with dimensions of proactiveness, risk taking, innovativeness and their impact on marketing performance

5. Conclusion

5.1. Managerial implications

Conceptual studies may be more effective in advancing basic understanding of than at recommending specific actions, marketing phenomenon (Menon & Varadarajan,1992;Kalaiganam,2013). the proactive, adventurous, and creative entrepreneurial approach has a significant impact on entrepreneurial behavior to achieve economic success. Entrepreneurs will succeed in their businesses if they can adopt an entrepreneurial orientation. Strengthening entrepreneurial mindset will enable the conceptual model of energizing professional networks to improve marketing performance. A few of these concerns can be answered with the help of more. Fig. 1's conceptual model can be tested and improved to assist answer some of these problems..

5.2.Future research

Three significant contributions are made by this study to the literature on SME fashion marketing. Start by creating a conceptual model that ties entrepreneurial orientation to proactive characteristics, risk-taking, and innovativeness in relation to marketing performance. Second, we investigate how stimulating professional networks act as a mediator in elucidating the link between marketing effectiveness, risk-taking, innovativeness, and entrepreneurial orientation. Lastly, the suggested model closes a gap in the literature on marketing. It provides fresh theoretical perspectives on the function of company resources (Entrepreneurial orientation) in explaining marketing performance.

The conceptual model shown in Fig. 1 can be empirically tested, which opens up possibilities for further study. Researchers have access to some pretty accurate measurements of the model's elements, but it is still necessary to build and evaluate measures that are acceptable for marketing performance and cultural context variations. Under the scope of the fashion business, models can be tested in various sectors, regions, and environments.

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