EFFECT OF ENTREPRENEURIAL MARKETING PRACTICES ON THE PERFORMANCE OF SMALL AND MEDIUM SCALE ENTERPRISES IN MAKURDI METROPOLIS OF BENUE STATE, NIGERIA

BY

Tyoapine John HANMAIKYUR
Ph.D/ADMIN/08467/2010-2011

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF ADMINISTRATION
AHMADU BELLO UNIVERSITY ZARIA
NIGERIA

JANUARY, 2016

Cover page

EFFECT OF ENTREPRENEURIAL MARKETING PRACTICES ON THE PERFORMANCE OF SMALL AND MEDIUM SCALE ENTERPRISES IN MAKURDI METROPOLIS BENUE STATE, NIGERIA

BY

Tyoapine John HANMAIKYUR
Ph.D/ADMIN/08467/2010-2011

A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY (Ph. D) IN BUSINESS ADMINISTRATION.

JANUARY, 2016

Declaration

I declare that the work in this thesis entitled **Effect of Entrepreneurial Marketing Practices on the Performance of Small and Medium Scale Enterprises in Makurdi Metropolis of Benue State, Nigeria** has been performed by **Tyoapine John Hanmaikyur** with Registration number, **Ph.D/ADMIN/08467/2010-2011** in the Department of Business Administration, Faculty of Administration, Ahmadu Bello University, Zaria. I also certify that to the best of my knowledge and belief, the work is original. The information derived from the literature has been duly acknowledged in the text and a list of references provided. The material has not been submitted nor presented either in whole or part, for another degree or diploma at this or any other institution.

---	---	---
Tyoapine John HANMAIKYUR	Signature	Date

Certification

This thesis entitled E**ffect of Entrepreneurial Marketing Practices on the Performance of Small and Medium Scale Enterprises in Makurdi Metropolis of Benue State, Nigeria** undertaken by Tyoapine John HANMAIKYUR (Ph.D/ADMIN/08467/2010-2011) whose report is presented here meets the Regulation Governing the Award of the Degree of Doctor of Philosophy (Ph. D) in Business Administration of the Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

Dr A. J. C. Onu (Chairman, Supervisory Committee)	Signature	Date
Dr K. J. Ringim (Member, Supervisory Committee)	Signature	Date
Dr M. K. Isa (Member, Supervisory Committee)	Signature	Date
Professor B. Sabo (Head of Department)	Signature	Date
Professor K. Bala (Dean, School of Postgraduate Studies)	Signature	Date

Acknowledgements

My journey to this academic level has been a tremendous and unforgettable learning experience where I truly discovered myself. I had the opportunity to come face to face with reality, kindness, generosity and love from a good number of kind hearted people, many of who worked behind-the-scenes to ensure that I overcome all the hurdles and challenges that stood between the programme and success. I would therefore sincerely like to acknowledge the efforts people that help, support, assistance, sacrifice and stood by me to ensured the success of this study.

I first and foremost express my sincere and profound gratitude to the Almighty God for creating, sustaining, nourishing, sparing my life and seeing me through this study and all of life's other challenges. I am forever indebted to him and all I have to say is "thank you God".

With all humility, my deepest gratitude goes to my God for giving me a very competent and caring supervisory committee made up of Dr Onu, A.J.C, Dr Ringim, K.J. and Dr Isa, M. K. who willingly demonstrated their professional attitude, intelligence, unstinting support and perseverance throughout the research study. Their expertise, experience, availability, accessibility, constant and continuous guidance and advice guided me through this wonderful long journey. They are simply admirable mentors and I will always remain grateful to them.

I also sincerely appreciate my Head of Department, Professor Bello Sabo whose kind advice right from my course work kept on instilling some level of confidence in me. My special thanks go to all the lecturers in the Department of Business Administration especially those whose academic ingenuity have impacted so much on me and those whose criticisms have contributed in properly redefining and properly positioning this research work. I am also grateful to Dr Aliyu Mukhtar of North West University, Kano for the indispensable advice and knowledge he freely provided to me at the beginning of my study.

All journeys undertaken are usually less strenous and less painful when travelled in a group. I would like to express my thanks and appreciation to my course mates whom we embarked on this eventful Ph.D journey together. They are: Balogun Nasiru, Ekpo Sunday, Zubair Abdul, Dr Masoud, S. Garba and Saulawa Lawal. They are simply a good caring people.

I very sincerely appreciate my brothers in Zaria who also doubled as my mates and friends. They include; Dr Aule Oravee, Mr Yandela Terwase and Dr Zasha Tersoo Zasha. Their individual care and assistance made my stay in the school enjoyable both academically and personally. Thank you also to my lifelong friends especially Dr Iorfa Adamu, Mr Terzungwe Atser, Dr Akaha Tse and Mr Julius Ajie, for their regular support and encouragement.

I also acknowledge the contributions of many other senior academics in different places whose inputs in this programme academically pushed me beyond what I thought were my limits. They include Professor Sani Abdullahi and Dr Njiforti of Ahmadu Bello University, Zaria, Professor Godwin Yina of Kaduna state university, Professor Nancy Agbe of National Universities Commission, Professor Sylvester Orsaa of Benue State University, Professor Akpan, A.B. of Salem University, Lokoja, and Professor Nwizugbo, I.C., of Nnandi Azikiwe University, Awka.

Most importantly, I would like to thank my late parents, Papa Hanmaikyur Tsoiyo and Mama Isholdio Hanmaikyur, on whose sweat and struggles I acquired my basic education and for all the support they willingly gave while they lived. It is unfortunate that they are not alive to neither reap the fruit of my education nor witness this unique feat. For obvious reasons, I owe most of what I have and will accomplish in life to them. I must also not forget to put on record the confidence reposed in me by my brothers and their wives; Amough, Iorhemen, Terzungwe, Akaazua and sisters; Nguzan and Mbayengen, my uncles and their wives, Heor and Tor Akawe as well as my cousin, Terna Orsar and his wife. Their actions provided in no small way the stimulus I needed to redouble my efforts towards achieving this unique feat.

My special thanks go to all my teachers and lecturers at all levels of my academic pursuit especially those whose efforts, actions and inactions have positively shaped my academic standing for better. l equally acknowledge all the authors and authorities whose works and ideas I extensively used in this study. To the participants of my research survey, I remain very grateful. Without your support, I would not have been able to make original contributions in this dissertation.

May I also sincerely acknowledge the individual contributions of my colleagues at Benue state Polytechnic, Ugbokolo for their individual contributions in ensuring the success of this study. Mention at this stage must be made of; Engr Hyacinth Daudu, Moses Egwu, Barr Ejeh, Lan P.T., Dr Mtooyongu Iorkua, Pastor Boniface Igbe, James Aaver, Agah Philip, Peter Iorshe, Nath Oche, Emmanuel Ediri, David Adanyi, Engr. Deorti, Sylvester Iorkyase, Emmaanuel. Ameh, Inalegwu A., Engr. Peter Atagher, Lawrence Itodo, Engr Barki, Adoli Oche, David Achi, Inalegwu Friday, Okoh, E.A., Ankeli, M.O., Tyoakaa Tsevenda, Janet Adoyi, G.I., Adah, John Alidu, Joe Guma, Gabriel Audu, Emma Tyonum, David Owuna, Bem Magun, Nongoami Jacob. Godwin Asaar, Timothy Aor, Barr. Usor, Dr Kegh Aba, Max Jime, Barr War, Tivkaa, T., Ayem Terna, Dennis Ajah, Paul zever, mr Shija, Azenda Shirgba, Tyovanda Adams, Labe Ingbian and late Moses Alidu of blessed memory. I appreciate all of you.

My appreciation also goes to other good people, who gave one encouragement or the other while this programme lasted. They include; Barrister Oscar Aorabee, Mr Msugh Shimo, Mr and Mrs Peter Mbashinya, Mr Alex Imande, Dr Isaac Igbe, Dr Peter Kwembe, Dr Gondo, Mr E. Aime, Dr Peter Idzua, Mr Kelvin Vihityo, Mr Jonathan Tyokoso, late Dr C. Orum, Mr Joseph Tarkighir, Mr Azenda Sombo, Mr Samuel. Gbough, Dr Avanenge Faajir, Dr H. Orbunde, Alh.Yahaya Salisu, Mr Terwase Agber, Mr Terlumun Ityokumbur, Mr Tyolumun Aondoakaa, Dr

Aondoakaa Kwaghfan, Justin Iorun, Depuun Afer, Dennis Abiem, Moses Ikyobo etc. May your good works be maintained.

My brothers in the Lord are also sincerely appreciated for their continuous show of concern and prayers for my success. Particular mention must be made of Brother Moses Olaniyi, Pastor Ade Micheal, Professor Tarnande Terkura, Bro Paul Tsavkaseh, Professor Anger Barns, Bro Adze Gabriel, Bro John Ande, Bro Ezekiel Nanev, Bro Thaddeus Avuveh, Bro Bem Nyimkaan, Rev. Pastor Terpase Mkena, Rev. Pastor Dr P.T. Gire, Rev. Pastor Dr Kyaan, F., Pastor Akpen Leva, Hon Andrew Ayande, late Bro Adakole Opii and a host of others. I truly appreciate all of you.

May I specifically acknowledge the financial support for this study from Nigeria's Tertiary Education Trust Fund (TETFUND) and Benue state government which greatly empowered and assisted in making the entire study less painful. Your support was timely.

Finally but very importantly, I say a big "thank you" to my wife, best friend and life partner, Mercy Nguumbur who has always stood by me and has shared my hardest and difficult moments in life. Her faith and support contributed in making this work less painful. I also very sincerely appreciate my children; Joy Mwuese, Saa-Aondo Tertsegha and Francis Yange for the kind, patient and confidence they had in me while this programme lasted. Thank you my dear.

Due to lack of space, I obviously have not acknowledged many other people who contributed in one way or the other to the success of this research exercise. It must however be clear that my heart still remembers all contributions made and I am sincerely grateful to all. My prayer is for divine blessings to be everybody's portion now and always.

DEDICATION

This thesis is dedicated to my late parents, Papa Hanmaikyur Tsoiyo and Mama Isholdio Hanmaikyur, on whose sweat and struggles I acquired my education. I particularly thank them for all their sacrifices, and for trying to teach me the good values in life.

ABSTRACT

Entrepreneurial Marketing (EM) practices have been identified as one of the important key ingredients for superior performance and global competitiveness in Small and Medium Enterprises (SMEs). The success or failure of SMEs is said to rests in part on the nature and types of marketing practices they employ. This study investigated the effect of Entrepreneurial Marketing practices on the performance of Small and Medium Enterprises (SMEs) in Makurdi Metropolis of Benue state, Nigeria. The place of Entrepreneurial marketing practices in positively enhancing the performance of Small and Medium Scale Enterprises has often attracted mixed conclusions, yet SMEs are essential to economic growth in Nigeria and they are a major source of employment and contribute significantly towards the Gross Domestic Products (GDP). A cross-sectional survey design was put in place for the study. The unit of analysis was organizations while the owner/managers of SMEs were the respondents. Systematic, simple random and snowbell sampling techniques were employed to collect the needed data for the study. A sample size of 401 SMEs covering all sectors that exist in the study area was drawn from a population of 1101 SMEs. Descriptive and Inferential statistics were used to empirically and statistically analyze the data collected for the study with the aid of Statistical Package for Social Science (SPSS) version 20. Regression analysis was used to test the hypotheses. Performance variables include Return on Investment, Customer Satisfaction, Market share and Sakes Growth. The findings of the study revealed that Entrepreneurial marketing practices made up of Customer Relationship Management with a p-value of 0.012, Market segmentation with 0.038, Quality with 0.026 and Market Promotion 0.031 have significant positive effect on SMEs performance, while co-opetion with 0.002 was not found to be a predictor of SME performance in Makurdi Metropolis of Benue State, Nigeria. The study found that marketing practices have positive effect on the performance of SMEs in the study area. It therefore recommended among others that SMEs managers and operators should always employ appropriate marketing practices for their firms. They should also regularly and effectively evaluate the marketing practices employed to ensure they are positively impacting on their firm's performance.

TABLE OF CONTENTS

Cover page - - - - - - - - - - i

Title page - - - - - - - - - - ii

Declaration - - - - - - - - - - iii

Certification page - - - - - - - - - iv

Acknowledgement - - - - - - - - - v

Dedication - - - - - - - - - - ix

Abstract - - - - - - - - - - x

List of Tables - - - - - - - - - - xvii

List of Figures - - - - - - - - - xix

List of Appendices- - - - - - - - - xx

Abbreviations- - - - - - - - - - xxi

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study - - - - - - - 1

1.2 Statement of the Problem - - - - - - - 7

1.3 Research Questions - - - - - - - - 11

1.4 Objectives of the Study - - - - - - - 11

1.5 Research Hypotheses - - - - - - - - 12

1.6 Significance of the study - - - - - - - 12

1.7 Scope of the Study - - - - - - - - 13

1.8 Limitation of the study - - - - - - - - 15

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction - - - - - - - - - 18

2.2 Entrepreneurial Marketing (EM) Practices - - - - - 18

2.2.1 Capabilities and EM Practices - - - - - 21

2.2.2 Variables of EM Practices - - - - - - 23

2.2.2.1 Customer Relationship Management (CRM) - - - 24

2.2.2.2 Market Segmentation - - - - - - 26

2.2.2.3 Co-opetition - - - - - - - 29

2.2.2.4 Quality - - - - - - - - - 31

2.2.2.5 Promotion- - - - - - - - - 36

2. 3. Performance - - - - - - - - - 41

2.3.1 Performance Measurement - - - - - - 43

2.3.2 Challenges and Features of Performance Vriables in SMEs - - 47

2.3.3 Performance Variables for this Study- - - - - - 50

2.3.3.1 Return on Investment (ROI)- - - - - 51

2.3.3.2 Market Share - - - - - - - 54

2.2.3.3 Customer Satisfaction - - - - - - 56

2.3.3.4 Sales Growth - - - - - - - 60

2.4 Small and Medium Scale Enterprises (SMEs)- - - - - 62

2.4.1 Small and Medium Scale Enterprises in Nigeria- - - - 66

2.4.2 Marketing in Small and Medium Enterprises - - - - 68

2.5 Previous Studies on the Relationship between EM Practices Variables and SMEs Business Performance - - - - - - - - 73

2.5.1 CRM and Business Performance - - - - 73

2.5.2 Market Segmentation and Business Performance- - - 80

2.5.3 Co-opetition and Business Performance- - - - 83

2.5.4 Quality and Business Performance - - - - 89

2.5.5 Promotion and Business performance- - - - 98

2.6 Theoretical Framework of the study - - - - - - 102

2.7 Model of EM practices - - - - - - - - - 105

2.8 Summary - - - - - - - - - 106

CHAPTER THREE

RESEARCH METHODOLOGY

3. 1 Introduction - - - - - - - - - 107

3. 2 Research Design - - - - - - - - 107

3. 3 Study Population - - - - - - - - 107

3. 4 Sample size, Sampling process and method - - - - - 108

3.4.1 Sample size - - - - - - - - - 109

3.4.2 Sampling Technique and Process - - - - - 109

3.4.3 Sample Size Determination - - - - - - 110

3. 5 Sources of Data collection - - - - - - - 111

3.6 Instrument for Data Collection- - - - - - - 112

3.7 Procedure for Data Collection - - - - - - 113

3.8 Validity and Reliability - - - - - - - 114

3.8.1 Validity of research instruments - - - - - 115

3.8.2 Reliability of Research instruments - - - - - 115

3.8.3 Reliability Test (The Cronbach's Alpha)- - - - - 116

3.9 Method of Data Analysis - - - - - - - 117

3.9.1 Response Bias- - - - - - - - - 118

3.9.2 Data Preparation - - - - - - - - - 119

3.9.3 Data Editing and Coding - - - - - - - 119

3.9.4 Data Cleaning and Screening: Missing Values -- - - - 120

3.9.5 Detection of Missing Data - - - - - - - - 121

3.9.6 Data Entry - - - - - - - - - - 122

3.9.7 Description of Data Collection Process and Survey Responses - - 122

3.10 Model Specification - - - - - - - - 123

3.11 Pilot Study - - - - - - - - - 126

3.12 Summary - - - - - - - - - 130

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction - - - - - - - - - 131

4.2 Analysis of Returned Questionnaires - - - - - - 131

4.3 Analysis of Descriptive Statistics (Respondents and SMEs Characteristics) - 133

4.3.1 General Individual and Firm Demographic Characteristics - - 134

4.3.2 Demographic Characteristics of Respondents by Sex - - 134

4.3.3 Age of Respondents - - - - - - - 135

4.3.4 Respondents Indegeneship Status - - - - - 136

4.3.5 Academic Qualifications of Respondent - - - - 137

4.3.6 Respondent's years of Working Experience in SMEs - - 138

4.3.7 Classes of SMEs Studied and their Staff Strength - - - 139

4.3.8 Type of SMEs engaged in - - - - - - 140

4.3.9 Source(S) of Capital - - - - - - - 141

4.3.10 Position Occupied in the Company - - - - - 142

4.3.11 Scope of SMEs Coperation - - - - - 143

4.3.12 Ownership Status - - - - - - - 144

4.4.13 Years if SMEs Operations - - - - - - 145

4.3.14 Total Assets of SMEs - - - - - - - 146

4.3.15 Status of SMEs Establishment Studied - - - - - 147

4.3.16 EM Practices Employed by SMEs in the Study Area - - - 148

4.3.17 Legal Status - - - - - - - - 149

4.4 Descriptive Statistics on Entrepreneurial Marketing Variables - - - 150

4.4.1 Customer Relationship Management - - - - - 150

4.4.2 Market Segmentation - - - - - - 153

4.4.3 Co-opetition - - - - - - - - 156

4.4.4 Quality- - - - - - - - - 158

4.4.5 Market Promotion - - - - - - - 160

4.5 Descriptive Statistics on Performance Variables - - - - 162

4.5.1 Return on Investment (ROI) - - - - - - 163

4.5.2 Customer Satisfaction - - - - - - - 165

4.5.3 Sales Growth - - - - - - - - 167

4.5.4 Market Share - - - - - - - - 169

4.6 Analysis of Regression Estimates for Performance and EM Practices - - 171

4.6.1 Return on Investment (ROI) Model - - - - - 172

4.6.2 Sales Growth Model - - - - - - - 175

4.6.3 Market Share model - - - - - - - 177

4.6.4 Customer Satisfaction model - - - - - - 179

4.7 Combined effect of the model using Performance as the Dependent Variable - 181

4.7.1 Customer Relationship Management - - - - - 182

4.7.2 Market Segmentation - - - - - - - 182

4.7.3 CO-opetition - - - - - - - - 183

4.7.4 Quality- - - - - - - - - 183

4.7.5 Market Promotion - - - - - - - 183

4.8 Test of Hypotheses - - - - - - - - 184

4.8.1 Test of Hypotheses one - - - - - - 186

4.8. 2 Test of Hypotheses Two - - - - - - 188

4.8.3 Test of Hypotheses Three - - - - - - 190

4.8.4 Test of Hypotheses Four - - - - - - 192

4.8.5 Test of Hypotheses Five - - - - - - 194

4.9 Discussion of Research Findings - - - - - - 195

4.9.1 Effect of CRM on SMEs Business Performance - - - 196

4.9.2 Effect of Market Segmentation on SMEs Business Performance- - 199

4.9.3 Effect of Co-opetition on SMEs Business Performance - - 203

4.9.4 Effect of Quality on SMEs Business Performance - - - 207

4.9.5 Effect of Promotion on SMEs Business performance - - - 209

4.10 Summary - - - - - - - - - 211

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary - - - - - - - - - 213

5.2 Conclusion - - - - - - - - - 214

5.3 Contribution to Knowledge - - - - - - - 218

5.4 Recommendations - - - - - - - - 220

5.5 Suggestion for Further Studies - - - - - - 223

References - - - - - - - - - 228

Appendix - - - - - - - - - - 258

LIST OF TABLES

Table 2.1: Definition and Classification of SME(s) - - - - - 64

Table 3.1: Summary of Variables used in the study and their reliability Coefficient- 129

Table 4.1: Questionnaire distribution and retention - - - - - 133

Table 4.2: Respondents' Sex - - - - - - - - 134

Table 4.3: Age of Respondents - - - - - - - 135

Table 4.4: Respondents Indegenship - - - - - - - 136

Table 4.5: Academic qualifications of respondents - - - - - 137

Table 4.6: Respondents' years of working experience - - - - 138

Table 4.7: Classes and number of staff of SMEs studied - - - - 139

Table 4.8: Types of business operated by the SMEs studied - - - - 140

Table 4.9: Sources of capital for SMEs studied - - - - - 141

Table 4.10: Position Occupied by SMEs in their Companies- - - - 142

Table 4.11: SMEs' Scope of operation - - - - - - 143

Table 4.12: Ownership Status of SMEs studied - - - - - 144

Table 4.13: Years of SMEs operation- - - - - - - 145

Table 4.14: Assets base of SMEs studied - - - - - - 146

Table 4.15: Statues of SMEs establishment studied - - - - - 147

Table 4.16: EM Practices employed by SMEs studied - - - - 148

Table 4.17: Legal/Registration Status of SMEs Studied - - - - 149

Table 4.18: Respondents views on Customer Relationship Management - - 150

Table 4.19: Respondents views on Market Segmentation - - - - 153

Table 4.20: Respondents views on co-opetition - - - - - 156

Table 4.21: Respondents views on Quality - - - - - - 158

Table 4.22: Respondents views on Market Promotion - - - - 160

Table 4.23: Respondents views on Return on Investment (ROI) - - - 163

Table 4.24: Respondents views on Customer Satisfaction - - - - 165

Table 4.25: Respondents views on Sales Growth - - - - - 167

Table 4.26: Respondents views on Market Share - - - - - 169

Table 4.27: Regression estimates for ROI component of SMEs performance - 172

Table 4.28: Regression estimates for Sales Growth component of SMEs performance- 175

Table 4.29: Regression estimates for Market Share of SMEs performance - - 177

Table 4.30; Regression estimates for Customer Satisfaction component of SMEs - 179

Table 4.31; Summary of the combined effect of the Research study's model - 182

Table 4.32; Regression Estimates for SME performance - - - - 185

Table 4.33; Effect of CRM Variables on SMEs performance - - - 186

Table 4.34; Effect of Market Segmentation on SME performance - - - 188

Table 4.35; Effect of Co-opetition on SMEs performance - - - - 190

Table 4.36; Effect of Quality on SMEs performance - - - - - 192

Table 4.37; Effect of market promotion on SMEs performance - - - 194

LIST OF FIGURES

Figure 2.1; Model of EM practices - - - - - - - 105

Figure 4.1; Histogram of Regression Residual on Return on Investment - - 174

Figure 4.2; Histogram of Regression Residual on sales growth - - - 176

Figure 4.3; Histogram showing Regression Residual on Market share - - 178

Figure 4.4; Histogram showing Regression Residual on Customer Satisfaction - 180

Figure 4.5; Regression Residual on Performance of SMEs - - - - 184

LIST OF APPENDICES

Appendix 1; Table for Determining Sample Size for a Finite Population - - 258

Appendix 2; Formula for calculating Sample size for a Finite Population - - 259

Appendix 3; Letter of introduction - - - - - - - 260

Appendix 4; Samples SMEs in Makurdi Metropolis - - - - - 271

Appendix 5; Research Validation Instrument - - - - - - 294

Appendix 6; Map of Nigeria and Benue State Showing the study area - - 295

Appendix 7; Output of SPSS for Cronbach's alpha test - - - - 300

Appendix 8; Output of SPSS analysis for the EM Practice Variables study - - 305

ABBREVIATIONS

The following abbreviations are used throughout the thesis:

AED;	Arab Emirates Dirham
ANOVA;	Analysis of Variance
CBN;	Central Bank of Nigeria
DCCI;	Dubai Chamber of Commerce and Industry
DFM;	Dubai Financial Market
ESCA;	Emirates Securities and Commodities Authority
EU:	European Union
FDI;	Foreign Direct Investment
FMI,	Federal Ministry of Industries
GDP:	Gross Domestic Product
GFC;	Global Financial (and Economic) Crisis
GNI:	Gross National Income
GoF;	Goodness-of-Fit
INT;	International
ILO;	International Labour Organization
MSME;	Micro, Small and Medium Enterprises
MSMEDF;	Micro, Small and Medium Enterprises Development Fund
NASME;	Nigerian Association of Small and Medium Enterprises,
NASSI;	Nigerian Association of Small Scale Industries
NCI;	National Council on Industry
NPC;	Nigerian Population Commission
NBIC;	Nigeria Bank for Commerce and Industry
NDIC;	Nigeria Deposit Insurance Corporation (NDIC)
NIDB;	Nigerian Industrial Development Bank

NIS;	National Innovation System
NSE;	Nigerian Stock Exchange (NSE)
OECD;	Organization for Economic Cooperation and Development
PLS;	Partial Least Squares
SEC;	Securities and Exchange Commission
SMEDAN;	Small and Medium Enterprises Development Agency of Nigeria
SMEs;	Small and Medium-Sized Enterprises
SPSS;	Statistical Package for the Social Science
UAE;	United Arab Emirates
UNIDO;	United Nations Industrial Development Organization
USD;	United States Dollar (USD)

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

Ensuring long term organizational performance is a challenge in our present technology driven and competitive business world. For Small and Medium Enterprises (SMEs), the capability to put in place appropriate marketing practices has long been deemed a key strategic differentiator and means of achieving high and sustained performance and leverage over competitors. Marketing, a matrix of business activities organized to plan, produce, price, promote, distribute goods, services and ideas for the satisfaction of relevant need is important for the success of any organization whether service or product oriented. It is the pivotal part of any business that provides essential inputs to the firm's overall strategies and is central to success in today's fast moving competitive markets just as measuring marketing's performance is critical to managing it effectively. It *can also be seen as a bridge that all businesses need cross by practicing it appropriately if they must improve their performance, remain relevant and effectively take care of competitions* (Masato & Troilo, 2015, Zaefarian, 2014).

When the principles of Marketing are consistent, appropriate and feasibly carried out in a sustained period of time, they are referred to as marketing practices. For Such practices to be effective, they must adopt and utilize philosophies, strategies and activities associated with the marketing concept capable of winning competition and enhancing high performance. They must also represent a broad range of practices based on marketing principles. Ghouri, Khan, Malik and Razzaq, (2011), and Zaefarian, (2014) have suggested that sound and appropriate marketing practices are an important contributor to business performance.

Achieving long term survival and performance in SMEs, however transcend beyond putting in place general marketing practices (Dmitriy & Snyder, 2015). Though the basic principles of marketing are relevant to all kinds of enterprises, SMEs have specific features (including lack of knowledge and skills of basic marketing ingredients – marketing research, market segmentation and marketing planning and control) that differentiate them from large enterprises which also subject their marketing practices to opposing forces since they are not marketing oriented and market-focused. Nigussie, (2014) confirm that SMEs face several specific marketing challenges that cannot be dealt with by looking at findings from the general marketing field. It is therefore very clear that appropriate marketing practices for SMEs must in addition to the general marketing principles, have the right mix of entrepreneurial mindset, innovation, characteristics and approaches which are attributes of Entrepreneurial Marketing (here after refers to as EM) since the kind of marketing behavior observed on SMEs deviates from what is stereotyped in mainstream marketing (Nabamita & Deepraj, 2015).

EM practices are associated with marketing activities of firms like SMEs which are small and resource constrained, making such firms to rely on creative and often unsophisticated marketing tactics that make heavy use of personal networks (Naelati, & SobrotulImti, 2014). *This implies that EM* practices are an integrative process designed to innovatively apply the collective knowledge, skills, and resources of the firm to market related needs of the business to enable the business add value to its goods and services and meet competitive demands. As opined by Itodo, (2015) EM practices must in addition involve a process by which firms derive strategies to enable them anticipate and respond innovatively to the dynamic business environment, adding that such efforts inevitably improve the competitiveness of business firms and eventually their performances.

EM practices have been identified as one of the most important key ingredients for superior performance and global competitiveness in SMEs (Junde, 2014). Firm performance (the strategic outcomes that organizations use to realize its goals) has therefore been established as a focal phenomenon in business studies. SMEs performance is therefore a complex and multidimensional phenomenon that has been established to directly depend on efficient marketing practices. E*nhancing business performance through appropriate marketing practices is of increasing interest to all businesses* (Kelson, 2014). The success or non performance of SMEs rests in part on the nature and types of marketing practices they put in place for their businesses (Ediri, 2014).

Performance, considered to be a subset of the broader concept of organizational success is a fundamental feature for survival and sustainability as performance factors like appropriate entrepreneurial marketing practices have been found to spur business expansion, sales growth, customer satisfaction and return on investment in all classes of SMEs (Itodo, 2015). Prior research efforts (Eniola & Entebang, 2015) suggest that sound marketing practices are an important contributor to performance in business. To this end, Taiwo (2010) conclude that marketing practices have a significant impact on performance variables as they interact with different components to facilitate performance. It is therefore clear that there is a strong correlation between marketing practices and SMEs performance.

Achieving accelerated performance in SMEs demands their marketing practices to be entrepreneurially and properly carried out and correctly implemented at the right time and in the right proportion (Kinyua, 2014). Besides, the modern day competitive environment demands the successful implementation of marketing practices if a firm is to achieve an appreciable

performance in its chosen market segment. Firm performance has been established to directly depend on efficient marketing practices (Naelati, and SobrotulImti, 2014). Studies relating to both large firms and Small and Medium Enterprises (SMEs) constantly emphasize a positive relationship between business practices, management activities and performance, as it is often articulated that best business practices produce superlative business performance (Arsalan, Naveed & Muhammad 2011).

Small and Medium-sized Enterprises (SMEs) are a wide variety and heterogeneous group of enterprises and a very important business segment that provides national socioeconomic development both for developed and developing markets and economies. They embody diverse kinds of sophistication, skills, capital, growth orientation and are found in both formal and informal sectors (Eniola, 2015). They may be owned by individuals, groups, corporate organizations and government and their owners may or may not be poor (Naelati, and SobrotulImti, 2014). These classes of enterprises are found in a wide variety of industries and operate in very different markets (rural, urban, local, national, and international) and social environments (Ediri, 2014) and are drivers of economic growth as they contribute greatly to economic development of both developed and developing nations in diverse ways including reducing unemployment (among many others) even though they are *usually characterized by lack of adequate resources, owner/manager operation, flexibility and low-tech involvement (*Shehu, 2014).

The importance of small and medium enterprises to the socio-economic development of low and middle-income economies is well documented (OECD, 2009 and DCCI, 2011). SMEs represent a frequently researched area because of their significant economic weight, flexibility, innovation and their fast decision-making (Junde, 2014). Because of their unique role in economic

development of nations, SMEs are globally regarded as instruments of change and a pivot of economic catalysts in almost all economies of the world. They are also important movers in the process of structural changes in both developed and developing markets and economies (Szirmai, Naude & Goedhuys 2011) and are significant to the local entrepreneurship, innovative activities and are able to exploit opportunities (UAE, 2012).

The important roles SMEs play in the economy of every nations has continued to be crucial in diversifying the sources of national income, in improving the competitiveness and economic development and in contributing to the flexibility and resilience of the economies (Harrigan, Ramsey & Ibbotson 2011). Such roles include: entrepreneurship, innovation, productivity, competition, job creation, diversification, earning, and growth in many economies of the world (Gilmore, Galbraith & Mulvenna 2013). It has even been argued (Itodo, 2015) that SMEs make up the largest business sector in every world economy and contribute to the development of the society through the redistribution of political power arising from the ownership of small and medium scale businesses by more people in a country. In addition, these classes of enterprises offer consumers a greater opportunity for choice by operating in fragmented or niche markets which larger firms either cannot economically enter or are reluctant to enter because of unattractive risk-return consideration.

The dynamic role played by SMEs in many economies of the world insures them as engines through which the growth objectives of countries can be achieved (Gyong, 2014). The importance of SMEs in the socio-economic development of low and middle-income economies is also well documented (UNIDO, 2003; ILO, 2002). They constitute a massive 99.7% of the enterprises worldwide (Mwangi and Namusonge, 2014).

In Nigeria, Small and Medium-scale Enterprises (SMEs) which came into the mainstream of the country's economic activities in the 60's owing to its obvious vital contributions plays a very important role in the process of industrialization and sustainable economic growth (Ocheni, 2015). Like in the developed countries, SMEs in the country have enabled entrepreneurship activities through which employments are constantly generated and poverty is reduced and sustainable livelihood achieved (Ogunmokun, Li & Ling-yee, 2014). These classes of enterprises make up about 97% of businesses in Nigeria and provide on average 50% of Nigeria's employment and its industrial output (Ocheni, 2015). Government and development experts have therefore realized the fact that SMEs possess the needed catalyst to turn the economy around for good (Tubastive & sobrotullmtikhanah, 2014). However, for SMEs to effectively and continuously carry out their roles as enumerated above, they must continually perform effectively. The use of appropriate marketing practices can fuel firm performance in Small and Medium Enterprises (Eniola, 2015). Marketing practices serve as a link between organizations, their customers and various processes within the firm (Dzisu & Ofosu, 2014). Ghouri et al (2011) point out that carrying out proper marketing practices adds excellence to firm's activities and strengthens the competiveness and market share of the firm while Arsalan et.al. (2011) believes that putting in place marketing practices is a necessity for every business since performance of firms has been established to directly depend on appropriate marketing practices. The above submissions clearly attest to the fact that appropriate entrepreneurial marketing practices can have positive effect on SMEs performance.

It is however, unfortunate that SMEs performance have fallen short of expectations in Nigeria (Osotimehin, Jegede & Akinlabi, 2012) as the country is still characterised with alarming unemployment rate of 19.7% (National Bureau of Statistics, 2010) and high level of poverty as

more than half of the population still live below the poverty line (Ediri, 2014). This shows that despite their contributions to economic development of many nations, Small and Medium- Scale Enterprises in Nigeria are still not very effective in their performance. Most SMEs in the country die shortly after their establishment and the few that survive follow suit soon after the ageing or physical incapacitation or death of their owners (Ediri, 2014). The failure rate of small business stands around 50 percent in Africa as 50% of new entrepreneurial ventures disappear within the first five years after their establishment in USA and probably that of Nigeria is higher (Inalegwu, 2014)..

It is based on the above background that this study is put in place to assess the effect of entrepreneurial marketing practices on the performance of SMEs in Makurdi metropolis of Benue state. Since marketing is concerned with the creation of customer (which should be the valid basis for the existence of any business organization), it is important that the marketing practice of the organizations that dominate in all economies of the country should be investigated and understood so as to improve on the practice.

1.2 Statement of the Problem

The contributions of SMEs in economic development of both developed and developing nations have always been acknowledged (Aliyu & Mahmood 2014 and Junde, 2014). But as Ediri (2014) opines, SMEs can only maintain such a position when a good number of strategies including the formulation and application of appropriate entrepreneurial marketing practices are put in place at the right time and in the right proportion to exert positive effect on performance.

Naelati and SobrotulImti, (2014) argues that EM practices affect performance, however, little has been established on which of the entrepreneurial marketing practices influence the long term

performance of SMEs and the extent of its impact. Attempts in this regard have always resulted in mixed, conflicting, inconsistent and inconclusive findings.

Most studies on the relationship between entrepreneurial marketing practices and small business performance have always focused on large firms in developed markets and economies (Salavou, Baltas and Lioukas 2004) as well as in the Middle East and North Africa (Dutta 2006). Though few of them are conducted in Nigeria (Mba and Emerti, 2014), none is conducted in the study area. This study therefore fills the gap. Besides, similar studies may not have the same framework, similar EM practices and performance variables.

Whereas findings of many studies such as Shehu and Mahmood, (2014) on the relationship between EM practices and SMEs performance in Nigeria appear to be mixed, some studies among them Aliyu, (2014) found a positive association between EM practices and SMEs performance. However, Oyedijo, (2012), Webster, (2014) and Kelson, (2014) could not find any direct relationship between the variables while the findings of Ghouri, Khan, Malik, and Razzaq, (2011) and Shehu, (2014) show that the relationship can either be positive or negative depending on the business environment, nature and type of EM practice used, the environment of usage, the timing and the nature of competition prevailing. The inconsistent findings suggest that the effect of EM practices on SMEs performance in Nigeria still need to be investigated.

T*he marketing practice of SMEs is usually assumed despite the fact that SMEs are an important factor in the successful existence of any economy and that they dominate the landscape of all economies, from developed to developing and underdeveloped. Since marketing is concerned with the creation of customer, it should be the basis for the existence of any business organization. It is important that the effects of marketing practices on the performance of these*

classes of enterprises that dominate economies of the world should be investigated and understood so as to be able to improve on them.

*Most writers on SMEs in Nigeria have not given the marketing practices of these classes of organizations the necessary focus as their writings have always centered on the principles that should be adopted at the expense of the practice in place. As such the works of Oshamwoi (1983) and Udendeh (2006) placed emphasis on principles and expected procedures at the expense of marketing practices in SMEs. Entrepreneurial Marketing practices however differ from continent to continent, countries to countries, cities to cities and sector to sector in relation with social, cultural and economic backgrounds of every given area (*Ghouri, Khan, Malik, and Razzaq, 2011). Even in the same company, d*ifferent approaches of entrepreneurial marketing practices are used in different dimensions and phases of the company's life* (Gummesson, Kuusela & Narvanen 2014). *The differentiation of entrepreneurial marketing among space, time and effectiveness of marketing practices could be the distinction for any firm or business in a particular environment* (Kelson, 2014).

The academic research on Small and Medium Enterprises have mainly concentrated on the factors militating against the success of these classes of businesses. Only few of the studies concentrated on aspects related to marketing application (Mba & Emerti, 2014). Hills and Hultman, (2008) advocate for EM research in all contexts. This study therefore positions itself with the objective of studying EM practices in SMEs to bridge this gap.

Since research outcomes on the effect of entrepreneurial marketing practices on the performance of SMEs are mixed up with some claiming a positive relationship while others affirming that the

relationship between the variables is negative, it is difficult to understand the exact effect of EM practices on SMEs performance.

Another limitation of the previous similar research works is that different EM practices were studied in isolation on their effect on the performance of SMEs. This does not explain the effect of such practices on the performance of firms. Such studies used different models many of which may not have been tested in Nigeria. This implies that, SMEs in Makurdi metropolis cannot reliably make use of those models to predict their business performance, hence the need for this study.

Although some researches have been conducted on the effect of EM practices on the performance of SMEs (Mba and Emerti, 2014), most of these studies were done many years ago. With changes in environment, globalization, technology business and even EM practices, there is need to conduct a similar research that keeps trends with development that reflect the reality of the present time. This study therefore, seeks to ascertain the actual effect of entrepreneurial marketing practices on the performance of SMEs in Makurdi metropolis of Benue state in Nigeria. It incorporates an analysis of five independent (entrepreneurial marketing practices) variables, (Customer Relationship Management (CRM), Co-opetition, Market segmentation, quality and Marketing promotion) and four dependent (Performance) variables (Return on investment, Market share, customer satisfaction and sales growth). Therefore, based on the inconsistencies and controversies from findings of previous similar studies such as Junde, (2014), Ediri (2014) hence, this study addressed the core research question of the effect of EM Practices on the performance of SMEs in Makurdi metropolis of Benue state, Nigeria.

1.3 Research Questions

This study focused on the effect of Entrepreneurial Marketing (EM) Practices on performance of Small and Medium Scale Enterprises (SMEs) in Makurdi Metropolis of Benue State, Nigeria. Accordingly, the following specific research questions are posited:

i. To what extent does Customer Relationship Management (CRM) affect the performance of SMEs in Makurdi Metropolis?

ii. To what extent does Market Segmentation affect the performance of SMEs in Makurdi Metropolis?

iii. To what extent does co-opetition affect the performance of SMEs in Makurdi Metropolis?

iv. To what extent does Quality affect the performance of SMEs in Makurdi Metropolis?

v. To what extent does marketing promotion affect the performance of SMEs in Makurdi Metropolis?

1.4 *O*bjectives of the Study

The main objective of this study is to determine the effect of entrepreneurial marketing practices on performance of small and medium scale enterprises in Makurdi metropolis of Benue state. The study seeks specifically to:

i. determine the effect of customer relationship management on the performance of SMEs in Makurdi Metropolis.

ii. ascertain the effect of market segmentation on the performance of SMEs in Makurdi Metropolis.

iii. **a**ssess how co-opetition affect the performance of SMEs in Makurdi Metropolis.

iv. evaluate the effect of Quality on the performance of SMEs in Makurdi Metropolis.

v. establish the nature of effect that Promotion has on the performance of SMEs in Makurdi Metropolis.

1.5 Research Hypotheses

This research work was guided by the following hypotheses;

Hypotheses One (H_{o1})

Customer Relationship Management has no significant effect on the performance of SMEs in Makurdi Metropolis.

Hypotheses Two (H_{o2})

Market segmentation has no significant effect on the performance of SMEs in Makurdi Metropolist

Hypotheses Three (H_{o3})

Co-opetition has no significant effect on the performance of SMEs in Makurdi Metropolis.

Hypotheses Four (H_{o4})

Quality has no significant effect on the performance of SMEs in Makurdi metropolis.

Hypotheses Five (H_{o5})

Promotion has no significant effect on the performance of SMEs in Makurdi metropolis.

1.6 Significance of the Study

This study is very significant. First, little or nothing is known about the effect of entrepreneurial marketing practices on the performance of SMEs in Makurdi metropolis. The study therefore, fits into the quest to unveil the effects of EM practices on the performance of SMEs in the study area. It will offer a combination of academic contributions for scholars and researchers,

managerial implications for policy makers and practical contributions for practitioners and operators.

Based on the gaps identified, this study seeks to determine the effects of entrepreneurial marketing practices on the performance of SMEs in Nigeria. The knowledge to be gained from such a study will enable SMEs to understand and focus on implementing marketing practices that can lead their businesses to improved performance. Achieving this will contribute to the reduction of the high SME failure rates and increase SMEs long-term performance and survival.

The study is also very significant as its outcome will spell out the relevance of marketing and the correct marketing practices on the performance of small and medium enterprises. It has a large sample size while Respondents are owner/managers who have first hand and reliable information on the research topic. This will help SME regulatory agencies in knowing the kind of policies to propose and implement for SMEs. The study will also help the relevant tiers of government (i.e. Federal, state and local) in terms of SMEs performance in their areas. The study is conducted in Nigeria which will enable the study instruments to be further tested in other parts of the country and other African countries.

Further, the suggestion for achieving successful business performance through appropriate EM practices as is reviewed by the research findings will be effectively communicated to policy makers and SMEs managers who will be expected to design suitable strategies and programs to address factors which are important in the achievement of successful relationship between entrepreneurial marketing practices and their effects on business and performance.

1.7 Scope of the Study

The scope of this study covers Small and Medium scale Enterprises in Makurdi metropolis in Benue state of Nigeria. Nigeria is a country with a population of about one hundred and seventy

(170) million people (NPC, 2014) and constitutes an important part of the world economy, especially on the African continent where it accounts for a substantial part of the business activities. The country has the largest economy in Africa and may be rightly described as the economic, social, and political summary of the West African sub-region (Osuagu, 2015). For numerous limiting factors, the study is confined to Makurdi metropolis of Benue state, in the central geopolitical zone of the country. The study area covers a geographic area of 25 kilometers radius with a population of over 1000 SMEs (Benue State Ministry of Commerce and Industries, 2014). The scope of the study variables for this study includes SMEs performance as the dependent variables made up of Return on Investment (ROI), Market share, Sales growth and Customer satisfaction, while entrepreneurial marketing practices, the independent variable, is proxied by Customer Relationship Management (CRM), market segmentation, Co – opetition, quality and marketing promotion variables.

The choice of the study area is informed by the increasing growth of business activities in general and SMEs in particular in the entire Makurdi metropolis of Benue state, Nigeria, which may be attributed to the emergence of the state as the food basket of the nation, the conducive and secured business environment in the area as well as the proximity of the area to the nation's federal capital, Abuja. Besides, the study area occupies a centrally located position in the country, has a large population and is cosmopolitan in nature.

Nevertheless, this restriction will neither diminish nor negatively affect the content and purpose of study in any way as the level and concentration of SMEs existing in the study area is well comparable to those existing in other parts of the country (Ediri, 2014). Furthermore, there is abundant presence of SMEs operators in the area although, majority are still unregulated. Only

few SMEs scattered in the study area are under the regulatory guidelines and supervision of the control authorities at the time of study. The concentration of SMEs in the study area can also be linked to the higher literacy rate existing in this part of the country.

As this study relates to the activities of small and medium firms, firms outside the scope of SMEs definition were eliminated from this study. In order to assess the effect of entrepreneurial marketing practices on the performance of SMEs, efforts were made to see that firms in the sample originates from the study area and operate on a full-time basis. The study decided to eliminate small and medium firms without legal status from the sampling frame to deliberately ensure realistic research findings. The population of this study therefore covers 401 SMEs in all the sectors that legally operate in the study area. Data for the study study was collected in six months from January to June, 2015 while the SMEs studied had a rastio of 80:20 in favour of the Small business enterprises.

1. 8 Limitations of the Study

Attempts were made to ensure that this research study make significant contributions to theory, methodology, practice and policy, however; its findings were threatened by few limitations including the following;

The SME performance model used in this study views all SMEs as a single homogenous group, neglecting the apparent variations among them. But Bolton, (1971) argues that it is not appropriate to treat this group of firms under a single category. Because the term “SME” is already used widely in research works however, it is also used in this work in order to align the research text with existing practices.

The present study relied only on the responses of owner/managers of SMEs regarding the performance of their firms, though this development is quite common with many research studies, there is no guarantee that response of the owner/managers may necessarily be a true reflection of their firms' performance. It is very possible that the data collected from SMEs managers may reflect some degree of confidence of the respondents who might have their own perceptual biases and cognitive shortcomings in assessing the true performance of their firms.

Three, the study employed only five Entrepreneurial marketing practices. The tested conceptual model has obviously not exhausted many other important relevant EM practices. The tested research hypotheses should be considered as tentative with the goal of presenting a conceptual model for the determinants of the SMEs performance in other studies.

Fourth, the study is cross-sectional in nature and only covered a period of three years (2012 - 2014), so inferences about causality should not be made without care, and whilst a longitudinal approach would appear more desirable to take account of patterns over a longer period of time. In particular, in assessing them- effect of Entrepreneurial marketing practices on SMEs business performance, the impact might take years to materialise and accomplish. It was also not possible to directly determine the perceptions of owners/managers of SMEs at the time of the adoption of Entrepreneurial marketing practices but it might be possible that the surveyed participants of SMEs were influenced by the experiences they had with Entrepreneurial marketing practices after they were adopted.

Fifth, the study was conducted in Makurdi metropolis and its results may not be applicable to other metropolis and regions even in Nigeria, as managerial and organizational practices may vary from one socioeconomic state or region to another. The contextual differences may cause

differences in the interpretation of the results. There is a need to conduct future research and replicate this study in other national contexts and norms to ascertain if Entrepreneurial marketing practices have effect on SMEs business performance.

Sixth, the definition of SMEs has till date failed to attract a universally acceptance. This is in spite of Junde's (2014) submission that it is essential that measures in favour of SMEs are based on a common definition to improve their consistency and effectiveness, and to limit distortions of competition. This is capable of creating potential challenges in the comparison of the results of this research study with those studies even within the country especially if such studies adapt a different definition of SMEs other than the one used for this study.

Seventh, the researcher was unable to collect some important variables that would have helped a lot in measuring the performance of SMEs in the study area (e.g. Net profit Margin, Return on Assets, Profitability index) owing to the reluctance of despondence to release them. However other performance variables like the ones employed for this study were used since they equally measure performance effectively.

In spite of these limitations, this study provided a worthwhile evaluation of the effect of EM practices on the performance of SMEs in makurdi metropolis of Benue state, Nigeria. This study is no doubt the first of its kind in the study area, and findings indicate some level of significant positive relationship between the constructs studied. It therefore, provided a good basis for appraising EM practices of the SMEs studied. The area covered was sufficient to provide the relevant background for optimizing future decisions on this important issue and to draw meaningful conclusions.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter presents a review of literature that relates to *the effect of EM practices on performance of SMEs*. The chapter explores the theoretical and empirical literature on the research topic and gives details of other studies conducted in the same area.

The review of the literature will not only help in placing the study clearly within a larger context but will also assist in providing a framework for establishing a benchmark for comparing results with other findings. *This section therefore reviews existing literature that relates to the topic under investigation.* In this review, the study will try to identify, locate and evaluate previous studies, observations, opinions and comments related to the research topic. Efforts will be made to use the knowledge generated from different sources to build up a new knowledge in this study. The focus is on effects of entrepreneurial marketing practices on the performance of SMEs' in Nigeria.

2.2 Entrepreneurial Marketing (EM) Practices

An understanding of Entrepreneurial Marketing (EM) practices is clearer when marketing and marketing practices are properly conceptualized since the two concepts come together to form one (Sunday & Agbo, 2015).

Kotler, (2013) defines marketing as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. The process of marketing is therefore finding ways to provide people with products and services that they either need to function normally or desire to improve their well-being.

Marketing practices refer to the adoption and utilization of philosophies, strategies and activities associated with the marketing concept. Such practices are generally broad based and are usually defined as constructs which are based on marketing principles. Onu (2010), described marketing practices as a consistent, appropriate and feasible set of principles through which a particular company hopes to achieve its long run customer and profit objectives in a particular competitive environment. The above definitions clearly position marketing practices within the firm where innovation and creativity interact in the midst of available resources to achieve earlier stated tasks.

Achieving long term survival in SMEs however transcend beyond putting in place general marketing practices, such marketing practices must in addition have the right mix of entrepreneurial mindset, characteristics and approaches. Njau and karugu, (2014) agree that *the place of entrepreneurial marketing practices in enhancing the performance and success of SMEs in today's competitive and technological driven business environment has been acknowledged globally.* The author therefore defines EM practices as the creative and innovative methods, processes, generally accepted techniques and standards used by businesses in the pursuit of objectives to accomplish a set of outlined tasks. Such EM practices usually consist of ways of transforming business values into processes for achieving stated objectives (Mwangi & Bwisa, 2013).

Evidences abound that show that the application of the entrepreneurial concepts and tools make marketing to achieve high level of success in the marketplace. Entrepreneurs, in their character of innovativeness have found the use of marketing principles and strategies very effective in engendering success in entrepreneurial practices. Subsequently, there is a high rate of adoption

of marketing principles in the entrepreneurial practices all over the world and the eventual development of Entrepreneurial Marketing (EM).

Entrepreneurial marketing (EM) seems to thrive in a highly fluctuating environment as experienced in Nigeria. Most often, before any formal marketing planning is concluded, new condition would have arisen to render the plan ineffective. Carson et al (1995), remark that EM is effective within fluctuating and changing environments which restrict opportunities for formal planning. Good marketing is inherently entrepreneurial. It is coping with uncertainty, assuming calculated risks, being proactive and offering attractive innovations relative to competitors. And good entrepreneurship is inherently marketing oriented.

A review of literature reveals that the need for entrepreneurship is greatest in SMEs where firms face diminishing opportunity streams, as well as rapid changes in technology, consumer needs, social values, and political roles. The same is true when firms are confronted with unpredictable resource needs, lack of long-term control over the environment, increased resource specialization, rapid resource obsolescence, and employee demands for independence. As culture, EM fosters values of innovativeness, risk-taking and proactiveness throughout the firm, and ties these values to a customer-driven orientation. It reinforce entrepreneurial values by developing rules of conduct, vocabulary, methodologies, rituals, and myths/stories that encourage customer-centric innovation

Importantly, EM represents a different approach to envisioning the business itself, its relationship with the marketplace, and the role of the marketing function within the firm. Thus, the business is viewed as an "innovation factory", where all departments and functions are defined in terms of an internal value chain and have an ongoing responsibility for identifying

new sources of customer value. With regard to the marketplace, the firm seeks to lead customers as opposed to reacting to or following them, and attention is devoted to the creation of new markets rather than better serving existing markets. A review of literature suggests that most successful firms are the ones that engage in more EM activities including marketing.

Njau and Karugu, (2014) opine that EM practices are an important marketing paradigm that helps firms rethink their ways of doing marketing and formulate marketing practices based on innovative and creativity and in line with the realities of the business, the environment and the prevailing competition. Several scholars (including Moorman et al. 2014*)* support the idea that entrepreneurial marketing practices are important for a company's performance, affecting it directly and positively. Their rationale is that entrepreneurial marketing practices develop vital innovative skills that allow firms to connect customers to their products. From the above submission, it can be concluded that marketing practices are the tonic that businesses need to improve their performance and stay on top of competitions

2.2.1 Capabilities and EM Practices

The development of competitive entrepreneurial marketing practices in small and medium enterprises is seen as competences that enhance competitiveness and performance of firms and this has gained considerable interest in the marketing and small business literature. To achieve competitive advantage, small and medium enterprises must develop and put in place marketing practices that can stand competitions. Therefore, a key task for SMEs is to identify those entrepreneurial marketing practices that will provide a sustainable competitive advantage. To be sustainable, such entrepreneurial marketing practices should support the organization's business strategy. Moreover, the practices must be rare, complex and tacit (Johnson, 2001). Competitive

marketing practices must be rare so that competitors must find them difficult to emulate; they must be complex because they are explained by a number of linked factors as in the creation of superior customer value.

The literature has identified various capabilities which the firm can use to obtain a competitive advantage. EM practices can be thought of as integrative processes by which knowledge based resources and tangible resources come together to create valuable outputs. These practices come about through integration of knowledge and skills of employees, as the employees of the firm repeatedly undertake various tasks, complex patterns of coordination between people, and between people and other resources occur. These coordinated patterns of behavior are often quite consistent, yet remain dynamic and can change as the firms need change. One of the salient features of practices development is learning through repetition. By bringing people and resources together in repeated efforts, firms develop the processes upon which the practices are based. When value adding, functional level practices are integrated across functional lines and are deployed across multiple product-markets to deliver competitive advantage, then a core marketing practice is developed.

Marketing practices can therefore be viewed as integrative processes designed to apply the collective knowledge, skills, and resources of the firm to the market related needs of the business, enabling the business to add value to its goods and services and meet competitive demands. Marketing capability is thus developed when the firm´s marketing employees repeatedly apply their knowledge and skills to fulfill the market related needs of the business.

A good number of researchers have looked at marketing from a contingency point of view. According to this view point, marketing in SMEs becomes more appropriate under certain

circumstances i.e. the firms marketing efforts can demonstrate more opportunism and be more leveraged or less. Hence, a continuum is involved, where marketing efforts will be less entrepreneurial or more depending on the conditions, both external and internal to the firm (Morris, Miles & Deacon, 2010).

2.2.2 Variables of EM Practices

A good number of EM practices exist in the business world however, variables of EM practices (Independent variables) whose effect is assessed against SME performance (Dependent variables) in this study include; Customer Relationship Management (CRM), market segmentation, co-opetition, quality and promotion. The choice of these EM practice variables is informed by the researcher's discussion with SMEs operators and extensive review of related literature. Besides, similar research studies used some of the EM practice variables against business performance. Ghouri, Khan, Malik and Razzaq, (2011) studied Marketing practices and their effects on firm's performance in Karachi, Pakistan. The research study used market segmentation and market promotion as some of the EM Practice variables. Ritala, (2012) researched on Co-opetition strategy – when is it successful? Empirical evidence on Innovation and Market Performance and used co-opetition as the main marketing practice variable. Chang and Chen, (1998) investigated, Market Orientation, Service Quality and Business Performance: A Conceptual Model and Empirical Evidence. The research study used Quality as one of the EM practices studied. Kolabi, Hossein and Farsi, (2012) empirically researched on an Identification and Verification of Entrepreneurial Promotion Mix via Innovative Approach in Iranian Entrepreneurial Enterprises.Marketing promotion was the main marketing practices variable used.

It is clear from the foregoing that both the dependent and independent variables used for this research study are in order and appropriate as they have been successfully used in previous similar studies and reflect the realities of practices used in the SMEs studied. The variables are explained below.

2.2.2.1 Customer Relationship Management

Writers diverged in formulating a specific definition for CRM. This divergence may be owed to differences in the scientific background of these writers. For example Al-Khouri, (2012) defined CRM as a business strategy, which aims to understand, anticipates and manages the needs of the organizational current and potential customers. He described CRM as a journey of stages; strategy, process, organizational and technical change whereby a company seeks to better manage its own enterprise around customers behaviors so as to acquire, retain and grow profitable customers. In the views of Wang and Feng (2012), CRM is a comprehensive strategy and process that enables an organization to identify, acquire, retain and nurture profitable customers. Shrivastava and Kale, (2003) add that CRM is a core organizational process that focuses on establishing, maintaining and enhancing long term associations with customers as advocated by relationship marketing.

The comprehensive approach of CRM is to maximize the relationship with all customers. Beside the technological advances, CRM also covers the activities of acquisition management and regain management at the initiation stage, maintenance stage and termination management with the purpose to maximize the value of relationship portfolio (Dutu and Halmajan, 2011). It is therefore clear that CRM is a new way of doing business. In this regard, Akroush and Dahiyat, (2011) argue that the comprehensive definition of CRM might be the business strategy, process,

culture and technology that enable organization to optimize revenue and increase value through understanding and satisfying the individual customer's needs.

Academics and practitioners proclaimed that a customer relationship is necessary for firms to survive and be successful in contemporary business environment (Hertog, 2010). Business firms, regardless of the size of their organization, as a whole, are spending a lot of money on CRM systems or applications (Wang and Huang, (2010). The roots of CRM stem from the relationship with marketing theory. Relationship marketing is the process of identifying, developing, maintaining, and terminating relational exchanges with the purpose of exchanging performance (Palmatier, 2008). According to Al-Khouri, (2012) the term has been changed according to time as CRM and it's still a new marketing concept to business strategies especially for small businesses.

CRM is actually a tremendous step forward in creating a system that can provide a means for retaining individual loyalty in a world of many souls (Ata & Toker, 2012). In order to understand CRM, Wu & Lu, (2012).are uninanimous that one must also understand the dynamics of customers because customers are not consistently what they are theoretically hypothesized to be.

In the contemporary business environment, customers are considered to be the central element of all marketing actions, and Customer Relationship Management (CRM) has become a priority for firms marketing strategy (Mohamad, Othman, Jabar & Majid, 2014).

According to Akroush and Dahiyat, (2011), CRM derives its roots from relationship marketing which has the objective of improving long term profitability of customers by drifting away from product-centric marketing to customer-centric marketing. Winer, (2001) opine that CRM builds on the philosophy of relationship marketing that aims to create, develop and enhance

relationships with carefully targeted customers to maximise customer value, corporate profitability and thus shareholders value. The goal is to improve customers' experience of how they interact with the company, which hopefully will turn into more satisfaction, increased customer loyalty and a long-run increase in profitability.

Wu and Lu, (2012) noted that CRM was invented because customers differ in their preferences and purchasing habits. Arising from the above, Wang and Feng, (2012) adds that if all customers were alike, there will be no need for CRM. Consequently, by understanding customer drivers and customer profitability, firms can better tailor their marketing offerings to maximise the overall value of their customer portfolio. The attention CRM is currently receiving across businesses is due to the fact that the marketing environment of today is highly saturated and more competitive Ata and Toker (2012). The above submissions are a pointer that organizations that adopt CRM systems as a corporate strategy are expected to grow at a faster pace and achieve higher performance than those firms which are non-adopters within the same industries.

CRM improves marketing productivity thus ensuring superior value creation. Relationship marketing has the potential to improve marketing productivity by making marketing more effective and efficient. Marketing practices become more effective because, on the one hand, the individual customer needs are better addressed, and on the other, consumer involvement in the development of marketing practices leads to greater consumer commitment to the marketer's programs.

2.2.2.2 Market Segmentation

Market segmentation involves the grouping of customers with similar needs and buying behavior into segments, each of which can be reached by a distinct marketing programme. The concept

attempts to reconcile differing customer needs with limited company resources, and allows product and marketing offerings to be adjusted to suit different customer groups (Onaolapo, Salami and Oyedokun, 2011). The theoretical grounding for market segmentation comes from economic pricing theory, which indicates that profits can be maximized when prices that discriminate segments are set (Foedermayr and Diamantopoulos, 2008).

The underlying aim of market segmentation is to group customers with similar needs and buying behavior into segments, thereby facilitating each segment being targeted by a distinct product and marketing offerings to be developed to suit the requirements of different customer segments (Quinn, 2009).

A good number of definitions have been used in literature to describe the concept of market segmentation. Some have perceived it as the process that a company adopt to divide the market into distinct groupS on the basis of needs, wants, behaviour or taste for its different products or services; (Verhoef, spring, Hoekstra & Leeflang, 2002). Rather than offer the same marketing mixes to vastly different customers, segmentation enables a firm to design product for specific target market and thus satisfy customers needs better.

A market segment is simply a group of present or potential customers with some common characteristics that are relevant in explaining their response to suppliers' market stimuli; (Kotler, 2013). Wedel and Kamakura, (2013) viewed market segmentation as a homogeneous group of customers each reacting differently to promotion, distributional communication, pricing and other variables of marketing mixes. Market segmentation is no accident, but a result of careful planning and execution." One of the primary aims of segmenting a business programme is to focus on the subset of prospects that are mostly likely to purchase its offering. It can be

concluded that market segmentation is a set of organisational processes that have an impact on the resources of the organization. According to Onaolapo, Salami and Oyedokun, (2011) market segmentation when done properly will maximize returns for a given marketing expenditure.

Essentially business needs for segmentation are often determined by the needs to match the benefits offered by the product and requirements of the prospects (customers). Some 'needs' categories for segmentation range from improvement in cash flows, manufacturing quality, service delivery, employee working condition to market share or competitive position. Other business segments are designed as a means for reducing expenses, or achieve the goal especially of serving a given market or social better group or simply to create a market niche.

Whatever the needs for embarking on such market partitioning, segmentation can only be practically feasible where the target market segment is easily identifiable, accessible, and respond differently to the different marketing mixes offered. A good market segmentation will result in segment members that are internally homogeneous and externally heterogeneous, that is as similar as possible within the segment but as different as possible between segments. There is, little empirical evidence on the success of certain segmentation strategies under specific market conditions, particularly the kind of evidence that would be useful to managers who want to obtain more than purely theoretical guidance with regard to optimal segmentation strategies in given market conditions (Verschoor, 2001).

However, a few articles throw light on this issue, suggesting that the question of whether market segmentation has any influence on business performance seems to be contingent on several factors. For example, Verschoor, (2001) suggest that market segmentation cannot be used: a) when the market is so small that marketing to only a part of it is unprofitable, b) when heavy

users represent so large a proportion of sales that they are the only viable target, and c) where the brand is so dominant that targeting only one or two segments would not benefit sales. Pursuing a segmentation approach should therefore enhance an organization's performance.

2.2.2.3 Co-opetition

The current global business trend has shown that pure competition and pure cooperation are no more – and probably have never been – effective reference concepts to describe the day-to-day activities and relationships of organizations (Kossyva & Georgopoulos, 2013). In fact in many practical cases and situations, coopetition seems to be the most suitable framework to portray the actual behaviors of economic actors on the marketplace.

Coopetition has to do with the co-existence of competition and cooperation (Gnyawali & Park, 2011). Kossyva, Sarri and Georgopoulos, (2012) conceptualise co-opetition as a dynamic process in which organizations seek competitive advantages arising from both cooperation and competition among competitors in the market. Through this process, organizations co-operate and carry out business activities with their competitors as complementary partners so as to promote their own re-sources; transferring and creating knowledge; exploring entrepreneurial opportunities, without losing sight of their own interests (Kossyva & Georgopoulos, 2013). Therefore, firms are called on to initiate collective actions with their competitors to create value in a market and at the same time, they compete to capture the created value individually (Kossyva, Sarri & Georgopoulos, 2012).

Small and Medium-sized Enterprises (SMEs) face tremendous challenges in their attempt to pursue entrepreneurial opportunities, given a lack of resources and capabilities, their dependence on a niche customer base, high risks of failure as well as limited market presence (Bengtsson &

Johansson, 2012). The short product life cycles, the high uncertainty and risk of developing products and services, the market and technological convergence, the need for external resources and high Research and Development costs constitute the factors that increase the likelihood of co-opetition in SMEs. Furthermore, Eikebrokk and Olsen (2005) argued that in terms of efficiency, complementarities, lock-in and novelty, the formation of e-business alliances in SMEs is positively correlated with e-business value-creation.

Co-opetition strategy implies that co-opetitors are critical sources of innovation, especially in fast-paced industries, where firms are not able to develop new products or services in isolation. By collaborating with competitors, SMEs have the opportunity to create temporary blue oceans collectively and gain first mover advantages over other competitors. Competing firms have market commonality, face common challenges and possess similar and complementary resources and capabilities (Kossyva & Georgopoulos, 2011). Therefore, they perform better when they are involved in co-opetitive relationships by acquiring new knowledge and skills and accessing complementary capabilities which will produce synergistic effects.

In order to achieve this, it is suggested that an SME will have to form different types of partnerships so as to build a co-opetitive portfolio that will allow it to manage each collaborative agreement separately. By developing a co-opetitive portfolio, an SME will be able to collaborate with other SMEs within the same industry, with large competitors, as well as take part in various business net-works by seeking to obtain the advantages of each partnership. The types of collaborative agreements will vary based on the degree of interdependence among co-opetitors. The most frequent forms of collaboration between competing organizations are the following (Bengtsson, Eriksson & Wincent, 2010.): Licensing, Second sourcing agreements, Cross-licensing,

Mutual second sourcing agreements, Joint R&D agreements; Minority equity, Joint ventures ETC. The fragile economic business environment requires new cooperating structures and alternative ways of conducting business in order for organizations to achieve their business objectives and enhance their competitiveness (Ritala, 2012).

Co-opetition strategy constitutes an alternative business strategy for firms to form alliance swith various competitors and look for complementary resources and capabilities in pursuit of business opportunities. In order to deal with difficult external conditions, firms need to have strategic flexibility and to adapt quickly in their external business environment. Through co-opetition, firms are called to initiate collective actions with their competitors to create value in the market and at the same time they compete to capture the created value individually. Taking part in various business games, firms may obtain more benefits at the end as their inter-action might generate positive-sum games. It means that the success of a firm does not necessarily mean the failure of others, but there can be multiple winners (Ritala, 2012).

Small and Medium-sized Enterprises (SMEs) are called on to deal with difficult circumstances including the downturn in demand for goods and services, the deficiency of resources and the lack of necessary skills to pursue long-term strategies, liquidation problems, extended payment delays on receivables and on accounts payable, and even worse the increased number of insolvencies and bankruptcies.

2.2.2.4 Quality

Quality is central to the survival of even the most successful companies. As demonstrated in the ever-changing business world, the philosophies and tools of management are changing, and the current thinking the world over is that of quality. Abdulrahman, (2014) submit that quality is an

elusive concept difficult to define since neither consultants nor business professionals agree on a universal definition. This implies that quality has no specific meaning unless related to a specific function and/or object. According to this author, part of the difficulty appears in expressing the philosophy and vision of quality in meaningful words and concepts. Thus, we see quality gurus and scholars defining quality as fitness for use (Agbola, 2013), meeting all requirements (Goodwell, 2013), and totality of features and characteristics (Bagheri & Pihie, 2009).

What all authors seem to agree about quality is that (i) it is a potential source of competitive advantage (Powell, 1995), (ii) it has become a top management priority with the advent of globalization (Bergman and Klefsjo, 2013), (iii) it has been greatly influenced by the total quality management (TQM) movement that began in Japan (Adeoti, 2008), (iv) it is a management philosophy that emphasizes involvement of every employee to achieve customer satisfaction through continuous process improvement (Lars, Nilsson, Johnson, and Gustafsson, 2011), (v) its implementation is accomplished through a set of practices that support the TQM philosophy (Duncan, 2014). and (vi) it remains under the influence of TQM gurus (Crosby, Deming, Juran, Evans & Lindsay, 2004). Further, as Kibe and Wanjau, (2014) point out, competitive advantage through TQM is based not on individual assets or practices that can be easily duplicated, but on the combination of a series of assets or "compound assets. The meaning of quality will therefore continue to evolve as the quality profession grows and matures.

From the user's point of view, Quality relates to excellence, reliability, dependability, predictability, consistency etc of products or services. Most people associate quality with defects (in products. It therefore stands for elimination of wastes, or absence of error and therefore meeting perceived customer requirements at the lowest internal price (Kibe and Wanjau, 2014).

From the production point of view, according to Kibe and Wanjau, (2014), the quality of a product is measured by the quality of its performance with regards to its design and conformance. Experts therefore believe that quality programmes begin with a corporate culture. Fening, (2012) outlines the different perspectives of quality as follows:

i. Transcendent – Quality as a simple analysable property recognized only through experience.

ii. Product – based – Quality as a precise and measurable variable.

iii. User-based; 'Quality lies in the eyes of the beholder'. That is, fitness for intended use.

iv. Manufacturing-based – Quality as conformance to the requirements.

v. Value-based – Quality as performance or conformance at acceptable price or cost.

Fening, (2012) corroborate that quality is everything that an organization does, in the eyes of its customers, which will encourage them to regard that organization as one of the best in its particular field of operation. Abdulsaleh & Worthington, (2013) also agrees because individuals in different business functions speak different 'languages,' the need for different views is necessary to create products of true quality that will satisfy customers' needs. Simply put, Quality is meeting or exceeding the customer requirements. This statement may be expressed in many ways as; fitness for purpose or use, conformance to the agreed requirement of the customer, delighting the customers by meeting desired requirements, the totality of features and characteristics of a product or service that bears on it, the ability to satisfy given needs, best for certain customer conditions that are the actual use and the selling price of the product.

Quality aims at the needs of both present and future consumer and is uniformity around the target with goal of continual improvement towards perfection. It can also be seen as the degree of conformance of all the relevant features and characteristics of the product to all of the aspects of

a customer's need, limited by the price and delivery he or she will accept (Kibe and Wanjau, 2014).

The concept evolved as a management tool out of the need by companies for continuous improvement which is due to the critical importance now attached to increased profitability, effective customer service delivery and good sales performance in the face of competitive challenges in the world market (Goodwell, 2013). As companies came to recognize the broad scope of quality, the concept became widened from the initial technical and inspection focus to organization-wide focus. Different movements and fields recognizing the significance of quality such as Quality Assurance, Quality Control, Total Quality Control, Total Quality Management and Total Quality started emerging worldwide. As Alolayyan, Ali & Idris, (2013) puts it, there now emerged a new thinking of quality, denoted by the 'big Q' from the old thinking denoted by the 'little q'. According to him, the old thinking was narrow-minded, focused only on products control and led by inspectors and experts alone. The new thinking on the other hand, is strategic and for everyone in the organization. It is about improvement and led by management. So, it now becomes, if quality matters most in yesterday's factories, it is more important in today's organizations.

Therefore, if quality is important in today's management style, then there is the need to identify the brains behind its revival. According to Larimo, (2013), these quality experts have become known as the 'quality gurus'. Their key concepts and approaches to quality have made major and lasting impact on the successful life of major organizations. Quality in business has a pragmatic interpretation as the non-inferiority or superiority of something; it is also defined as fitness for purpose (Alolayyan, Ali & Idris, 2013). It is therefore clear that quality is a

perceptual, conditional, and somewhat subjective attribute and may be understood differently by different people (Honarpour, Jusoh & Nor, 2012). Consumers may focus on the specification quality of a product/service, or how it compares to competitors in the marketplace. Producers might measure the conformance quality, or degree to which the product/service was produced correctly. Simply put, a quality item (an item that has quality) has the ability to perform satisfactorily in service and is suitable for its intended purpose.

The common element of the business conceptualization of quality is that the quality of a product or service refers to the perception of the degree to which the product or service meets the customer's expectations. The business meanings of quality have developed over time (Fard, Naha & Mansor, 2011). Interpretations of quality as given by the American Society for Quality refers to A combination of quantitative and qualitative perspectives for which each person has his or her own definition; examples of which include, Meeting the requirements and expectations in service or product that were committed to and Pursuit of optimal solutions contributing to confirmed successes, fulfilling accountabilities". In technical usage, quality can have two meanings: a). the characteristics of a product or service that bear on its ability to satisfy stated or implied needs; b). A product or service free of deficiencies. One view of quality is that it is defined entirely by the customer or end user, and is based upon that person's evaluation of his or her entire customer experience (Kibe & Wanjau, 2014).

The customer experience is defined as the aggregate of all the interactions that customers have with the company's products and services. For example, any time one buys a product, one form an impression based on how it was sold, how it was delivered, how it performed, how well it was supported, etc.

A quality concept is essentially a business philosophy, a company ideal, or a policy statement. The business philosophy can be contrasted with its implementation reflected in the activities and behaviors of an organization. Focusing on behaviors rather than philosophical notions makes it easier to operationalize the different quality constructs. This is an important step as it helps to translate concepts into actions and thereby provide a better differentiation between different organizations. One of the main conditions for successful quality practices is to engage everyone in the improvement process (Bergman & Klefsjo, 1994). While the basic assumption of quality researchers is that employee satisfaction and commitment are needed to support process and customer orientation (Fard, Naha & Mansor, 2011).).

Quality practices are usually presented as a universal concept, applicable in all contexts and having a large impact on business performance. There is a substantial body of empirical research that provides support for the notion that quality management and practices improve firm performance (Honarpour, Jusoh & Nor, 2012). It is clear therefore that quality products and practices have been shown to enhance organizational performance for both product and service organizations.

2.2.2.5 Promotion

In the current business environments, customers are bosses, as they can make decisions and the ultimate selection of enterprises is in their hands. Non-homogeneous activities within companies and their value- chains prevent them from getting to customers and put them out of competition. Thus, Promotion is considered as an important factor in the marketing activities of small businesses. Promotion refers to how you tell the audience about your product, price or place and even the target behavior. In many ways, promotion is the glue that binds the marketing mix

together. It connects members of the target audience with the behavior, and links suppliers and consumers. Promotion is also referred to as communication. Promotion is the direct way an organization tries to reach its publics.

The concept also refers to raising customer awareness of a product or brand, generating sales, and creating brand loyalty (Flew, 2008). It is one of the four basic elements of the market mix, which includes the four P's: price, product, promotion, and place (Kurtz, 2010). Promotion is also defined as one of five pieces in the promotional mix or promotional plan which include personal selling, advertising, sales, direct marketing, and publicity (Rajagopal, 2007).

Modern marketing calls for more than developing a good product, pricing it attractively and making it accessible. Companies must equally communicate creatively both with potential and present customers. Every company is inevitably cast into the role of communicator and promoter. For most companies, the question is not whether to communicate, but rather what to say, to whom and how often (Kotler, 2013). But the communication gets harder and harder as more companies clamor to grab the customers' increasingly divided attention (Kurtz, 2010). To reach the target markets, build consumer awareness, inform or persuade customers as well as reach a larger number of potential customers, companies rely on advertising as a suitable tool of communication.

A promotional mix specifies how much attention to pay to each of the five factors, and how much money to budget for each. Ediri, (2014) describes promotion as the method one uses to spread the word about your product or service to customers, stakeholders and the broader public. Once you've identified your target market, you'll have a good idea of the best way to reach

them, but most businesses use a mix of advertising, personal selling, referrals, sales promotion and public relations to promote their products or services.

In a dynamic market, most of the marketing efforts are concentrated on affecting the consumers and buyers (Shaw, 2004). When a new product is introduced to the market, marketing comes into play and encourages the consumer to buy the new product by using promotional means (Ooi, Lin, The & Chong, 2012).

From the above submissions, it is clear that promotion is one of the marketing mix elements, through which the company communicates with the consumer and by using various promotion means such as advertising, further sales, personal sales and public relations, and encourages them to purchase the product. .

One of the important activities in marketing management is to determine the most effective promotion mix (DelVecchio et al, 2006). Mulhern, (2009) believe that Promotional methods differ from one another on account of their effectiveness. Each promotional method has unique characteristics which are considered as determining factors in their selection. Companies should consciously combine the communicative means in a way that would establish a balanced mix of promotional elements, enabling them to reach their communicative and marketing objectives (Hill & Hultman, 2005).

For Promotional techniques to be effective and positively impact on business performance, they must be chosen in terms of the position of the target audience, and since buying is the outcome of a long decision-making process done by the consumers, the establisher of a marketing communication should be aware of the current position of his/her target audience and where he/she aims to get them (Flew, 2008). In his submission, Schumpeter (1934), opine that

entrepreneurial process includes innovation in products, processes and strategies. This process is considered as a method of creating sustainable advantage in the market place, through which the entrepreneurs can identify the demands and needs of customers and then satisfy them in the best way possible (Stokes, 2000).

Kurtz, (2010) identified three basic objectives of promotion. These are: i) To present information to consumers and others, ii) To increase demand and iii) To differentiate a product. The author opines that the purpose of promotion and its promotional plan can have a wide range, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image.

Mulhern, (2009) opines that the term promotion is usually an "in" expression used internally by the marketing company, but not normally to the public or the market. There have been different ways to promote a product in person or with different media. Both person and media can be physically real or virtual electronic. SMEs use newspapers, special events, endorsements, Promotions can be held in physical environments at special events such as concerts, festivals, trade shows, and in the field, such as in grocery or department stores. Interactions in the field allow immediate purchases. The purchase of a product can be incentivized with discounts (i.e., coupons), free items, or a contest. This method is used to increase the sales of a given product.

Promotion can be done by different media, namely print media which includes newspaper and magazines, electronic media which includes radio and television, digital media which includes internet, social networking and social media sites and lastly outdoor media which includes banner ads, out of home (OOH). According to Mulhern (2009), mass communication has led to modern marketing strategies to continue focusing on brand awareness, large distributions and heavy promotions. Flew, (2008) opines that the fast-paced environment of digital media presents

new methods for promotion to utilize new tools now available through technology. With the rise of technological advances, promotions can be done outside of local contexts and cross geographic borders to reach a greater number of potential consumers. The goal of a promotion is then, to reach the most people possible in a time efficient and a cost efficient manner.

Promotional activities push a brand to the social media channels to spread content making something viral, such as the advertising by Coke. Using the release of a new exiting film may create attention which then gets promoted across all social channels by people spreading the information due to excitement. Social media, as a modern marketing tool, offers opportunities to reach larger audiences in an interactive way. These interactions allow for conversation rather than simply educating the customer. Facebook, Twitter, LinkedIn, Pinterest, Google Plus, Tumblr and Instagram are rated as some of the most popular social networking sites. As a participatory media culture, social media platforms or social networking sites are forms of mass communication that through media technologies allow large amounts of product and distribution of content to reach the largest audience possible. However, there are downsides to virtual promotions as servers, systems, and websites may crash, fail, or become overloaded (Flew, 2008). With promotion through participatory media, there is an opportunity to gain social capital. Regardless of what the objectives of the promotion are, they should incorporate the following:

a) These objectives are designed for the target audience properly known to the firm,

b) They are measurable, and

c. They cover a specific time period

For marketing purposes in their businesses, entrepreneurs implement several actions that in – Mulhern's (2009) opinion is one of their most important actions is the implementation of promotional activities.

Promotional activities in an entrepreneurial enterprise are the main path that the entrepreneur has to take, whether in the initial steps of his/her business or in its growth, in order to introduce their product/service to the market and convince the stakeholders of the value of their business ideas (McCarthy, 1964; Rajagopal, 2007; Flew, 2008; Mulhern, 2009). According to Mulhern (2009), the entrepreneur should be able to introduce his/her services to the customers. In fact, the target audience should be able to understand the offered value by the entrepreneur and consciously choose the product or service in accordance with their needs. So this may not be possible, unless the entrepreneur skillfully introduces his or her products to the public.

2. 3 Performance

Performance is a concept that is subject to open and wide variability of meanings as it is somewhat an imprecise word when it functions as a place holder in research (Folan, Braume & Jegede, 2007). The lack of consensus on the definition of the concept creates confusion and clearly limits the potential for a clear generalisability and comparability of research in this area (Franco-Santos, et.al 2007). To accurately assess how well a business is performing, Moulin, (2003) opines that one needs to develop some quantifiable measures by identifying those aspects of the business processes that need improvement and those that are working well. This can then be used to evaluate the company's productivity over a set period of time.

Porter (2008), defines performance as the above-average rate of return sustained over a period of years. Firm performance could mean the success level of the firm in the market within which it

operates. It could also be described as the ability of the firm in creating commendable profit. Yahya, (2014) sums it as a measure of how well a mechanism/process achieves its purpose. He adds that a firm's performance is an important dependent variable in business research. Naelati, Tubastuvi and SobrotulImti, (2014) view the concept as the ability of an object to produce results on a dimension that has been determined beforehand in relation to a set standard or target and often relates to action and processes that lead to some outcome and the result of the action is also generally included in the examination. It is clear from the foregoing that Performance can be conceptualized as a process or the manner by which the business owner or manager of SMEs executes their functions and crucial elements to improve the standard of their businesses. In enterprise management, Moullin (2003) defines an organization's performance as "how well the organization is managed" and "the value the organization delivers for customers and other stakeholders. Performance also refers to the firm's success in the market, which may have different outcomes. We can conclude that performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.

Firm performance is a focal phenomenon in business studies. It is also a complex and multidimensional phenomenon which can be characterized as the firm's ability to create acceptable outcomes and actions and which has been established to directly depend on efficient marketing practices (Naelati, and SobrotulImti, 2014). Every serious business must ensure that its practices evolve to continue enhancing its performance. The performance of a firm can be viewed from several different perspectives, and various aspects can jointly be considered to define firm performance. Studies relating to both large firms and Small and Medium Enterprises (SMEs) constantly emphasize a positive relationship between businesses practices, management activities and performance, as it is often articulated that best business practices

produce superlative business performance (Arsalan, Naveed and Muhammad 2011). This entails re-examining the operations of a number of practices and determining which of them are most successful. This will help to set standards against which similar businesses are measured to ensure that the plans for progress are directed towards achieving similar and even superior goals (Kolsum, 2014).

Whatever the definition adopted and regardless of the size of the firm, firm performance evaluation is very crucial to ascertaining the success or failure of the firm so as to take proper actions to ensure that it clearly achieve its objectives.

2.3.1 Performance Measurement

Performance Measurement is viewed as a process of quantifying the efficiency and effectiveness of past actions through acquisition, collation, sorting, analysis, interpretation and dissemination of appropriate data (Neely, 2012). While Neely's definition describes the process, it does not give much guidance to organizations about what it is essentially all about. A more apt definition of the concept is provided by Ogunmokun and Li (2014) who defined performance measurement as an evaluation of how well organizations are managed and the value they deliver for customers and other stakeholders. Ogunmokun and Li's (2014) definition clearly shows the purpose of performance measurement and emphasizes the assessment both of the value an organization gives to its various stakeholders and the way the organization is managed.

According to Wirtz, Tuzovic and Kuppelwieser, (2014) assessing a firm's performance and its measurement is difficult, because performance refers to several organizational outcomes, which include both subjective and objective elements. Peilei, (2011), assert that most managers are likely to act on their subjective opinions with regard to a competitor's performance. With regard to

objective measures, Yusoff, Nasir, and Zainol, (2012) believe that there are clear attractions in objective measures. It will therefore be helpful to select a blend of some key organizational outcomes when measuring a firm's performance.

By measuring a firm's performance, a company can identify its strengths and weaknesses, upgrade the extant performance in terms of seeking new opportunities internally or externally, redesigning better strategies or action plans, obtaining overall business performance and capabilities improvements, and acquiring sustainable growth in the long run.

To ensure the continuous benefit of performance in firms, it must be measured at all times (Navickas, Skackauskiene & Navkaite, 2014). In the views of Kolsun (2014), Performance Measurement provides the basis for an organization to assess how well it is progressing towards its predetermined objectives. The authors add that the process helps to identify areas of strengths and weaknesses, and decides on future initiatives, with the goal of improving organizational performance. Whatever the definition adopted and regardless of the size of the firm, a firm performance evaluation is very crucial to monitor the success or failure of the firm so as to take proper actions to ensure competitive advantage (Trkman, 2009). Effective performance measurement system plays an important role in supporting managerial development in the SMEs organizations. (Spithoven, Vanhaverbeke & Roijakkers, 2013) conclude that a good Performance Measurement System (PMS) should promote a common language, practices and procedures.

*The selection of performance measures that will reflect the true situation of small businesses with some degree of certainty and reliability is indeed a crucial process (*Zaefarian, 2014). *The lack of universally accepted common standard of measuring performance has left the door open to business organizations to decide and choose their own performance measure that might truly*

reflect its performance. Shukri & Mahmood (2014), identified the most effective and common *performance measures to include but not limited to: market share, sales volume, company reputation, return-on-investment (ROI), profitability, and established corporate identity. While some might argue that most of these performance measures are appropriate for large corporations, they are not always perfectly applicable to small businesses (Aliyu, 2014).*

The tools for measuring firm performance have always been controversial among researchers since there is the lack of universally accepted tools for it. Some studies use growth of the firm to measure firm performance (Chandler & Jenson, 1992) and argued that measuring firm performance with its growth is more logical and accurate than any accounting or financial measurement. According to Wiklund (1999), firm performance consists of measuring the growth and financial performance of the organization. *In all cases, regardless of what measure should be used, the literature has strongly endorsed using multiple performance indicators (*Shukri and Mahmood, (2014). *Since* organizations have different needs, Providing multiple approaches allows an organization to pick and choose which approach, or combination of approaches, is right for it (Navickas, Skackauskiene and Navikaite, 2014) The authors maintain that a sound approach to performance measurement is a necessary ingredient for ensured success, but it alone is not sufficient. Considering only one measurement approach is inadequate for firm performance since there is need to take account from both financial and non-financial performance measurements (Panigyrakis et al., 2007).

One performance measure that is widely used among small businesses, as a subjective indicator of the overall business performance, is the degree of owners/manager satisfaction with the business performance (Kinyua, 2014). Few researchers have consulted owner/managers about

*their views on success of their small business ventures (*Shukri & Mahmood, 2014). Yahya, (2014*) identified the success of small businesses as actual performance equal to or exceeding the business owner/manager's expectations. The diverse range of measures that can be adopted to define success can lead to a false judgment on the actual performance. For example, a small business with declining profits or market share could be seen as failing when in fact its owners/managers are satisfied with the overall business performance. Adequate income, job satisfaction, a happy workforce, and a stable market position are all factors that lead to small business owners'/managers' satisfaction. In all cases, regardless of what measure should be used, the literature has strongly endorsed using multiple performance indicators (*Sharifi, Ismail, Qiu & Tavani, 2013).

Different organizations used diverse types of measurements to evaluate their overall performances. Nowadays, financial and non-financial indicators are most popular measurements widely used by managers to evaluate their organizational performance. Currently, many hoteliers used financial indicators such as Return on Investment (ROI), Return on Equity (ROE), Return on Sales (ROS), market share, and net profit (Medori & Steeple, 2000). Several shortcomings were identified in the usage of financial indicators alone, namely failure to elucidate the current business conditions, new goals, strategic focus of stakeholders, and lag in time (Hilman & Kaliappen, 2014). Therefore, measuring organizational performance using financial indicators alone is not adequate in the present business condition. Besides financial indicators, SMEs must also use non-financial measurements.

Business performance may be measured by two distinct approaches that is judgmental (subjective) and objective. Subjective measures of performance are commonly used because of consistent evidence they produce. However, both subjective and objective measures of

performance are strongly correlated (Yahya, 2014). Subjective measures ask informants to assess the overall performance, while objective measures relate to absolute values of measures (mainly financial measures), e.g. return on assets (ROA), return on equity (ROE), return on investments (ROI), growth in sales, growth in profits, etc. The problem is if the latter are self-reported because many informants are unwilling to reveal truthful data on financial measures, therein might lie one possible explanation for the often reported strong correlation between subjective assessments of performance and their objective (though self-reported) counterparts.

In this study, the subjective performance method will be adopted in assessing the effects of entrepreneurial marketing practices on their performance. The decision to this effect is informed by the perceived reluctance of many SME owners and managers to divulge confidential information on their objective performance and the difficulty in obtaining such data from documentary sources. Pandza (2011), confirms that the accuracy of objective data in explaining performance in organizations is limited. Moreover, it has been found that subjective evaluations have a strong correlation with objective measures of performance (Venkatraman and Ramanujam, 1987). Subjective methods are also regarded as a reliable means of assessing performance (Pearce et al, 1985).

2.3.2 Challenges and Features of Performance Measurement in SMEs

Measuring SME performance is a complex and challenging work (Inalegwu, 2014). The challenges are usually distinct from those of large organizations and, because most existing performance measurement systems were designed for the latter, few tools are available for SMEs (Da Gama, 2011). Alam, Jani & Senik, (2011) identified the main challenges to measuring performance in SMEs to include the following;

First, collecting performance information from privately held SMEs is often difficult due to a lack of historical information and accessibility. The information is often imperfect and the accuracy is hard to be checked even if the information can be obtained. For example, traditional financial measures of performance are often unavailable. Second, the financial data is difficult to interpret. This is because SMEs usually have small starting base, enormous and erratic growth rate and uneven record-keeping. Beside, most SMEs do not keep their financial records in a proper manner. Third, many measures, such as future profits and survival, require a longitudinal sample-design. It is inappropriate to use such measures on an SME. Fourth, financial data is often influenced by industry-related factors (Wang & Ang 2004). The performance measures for ICT SMEs present a different connotation from that for traditional industries. Fifth, there exists possible source bias, e.g. owner/founder might manipulate the related information in propaganda. Sixth, SMEs' future and potential performance is more important than lagged performance. This requires that performance measurement systems not only measure lagged performance, but also capture future performance. Seventh, Most SMEs focus on day-to-day operations. There may not be enough resources to execute comprehensive PM measurement.

Finally, the decision-making processes in SMEs are always not formalized and their strategies are often poorly planned, which influences the standard PM system employed in SMEs.

Because of the above challenges, most SMEs are often inhibited by the following:

i) Very few SMEs adopt a systematic performance measurement. Research shows that only a few SMEs with some track record in quality management had structured their measurement system (Barney, 1991). The reasons may be that the managerial structures are often simple and, as such, most SMEs do not need a complex process to support its operations.

ii) Small firm leaders tend to spend more time dealing with day-to-day operational concerns (Resnick, Cheng, Brindley & Foster, (2011). They emphasise the operational and financial performance measures rather than a balanced measurement. There are three reasons for this: (a) the leaders in SMEs are not aware of the existing integrated PM model, (b) the balance concept in SMEs might be different to that in large organizations because SMEs cannot achieve the balanced objective based on their limited resources; thus, the balanced PM in SMEs might be on a dynamic balance, and (c) there is no applicable PM model for SMEs.

ii) The performance measurement in SMEs is often casual as performance indicators tend to be discrete events rather than continuous measures. (Taticchi, Tonelli & Cagnazzo, 2010). They also often lack formal planning. Consequently, SMEs do not take advantage of PMs to introduce strategic planning. Instead, PMs are often used to address specific problems, short-term problems or Goals.

iv) An SME's future and potential performance is more important than lagged performance. This requires that the PM system not only measure lagged performance, but also capture future performance. Nudurupati, Bititci, Kumar and Chan, (2011) summarized the PM characteristics in SMEs as follows:

a) Non-institutional
b) A reliance on key performance indicators
c) Objective-orientated
d) Data usually derived from non-financial and intangible indicators

2.3.3 Performance Variables for this Study

The focus of this study is to examine empirically the effect of Entrepreneurial Marketing (EM) practices on the performance of SMEs. This entails putting in place appropriate measuring variables (dependent and independent) that will be tested to ascertain the research findings. In choosing variables for this study, relevant theories are examined to identify key concepts, while prior research works are reviewed to learn how useful different indicators have been. Equally, an assessment of the resources available is made for adequately measuring variables in the specific setting to be studied. Finally, the researcher had an intensive interaction with SMEs operators to identify the most popular and most effective performance variables. Efforts were therefore made to ensure that variables and particular measurement operations chosen for this study are popular among SMEs in the study area and are consistent with the research questions. To this end and after a careful interactions with many of the SMEs in the study area, *Return on Investment, Sales Growth, Market Share and* Customer satisfaction were considered as the performance variables for this study. The variables chosen for this study are relevant and appropriate and are in line with similar research works.

In measuring the marketing performance of Nigeria Domestic and Industrial product Organizations, Nwokah and Maclayton, (2006) adopted profitability, sales volume and market share. In their study on Creating Marketing Orientation in firms, Narver and Slater (1990) used market share to proxy business performance. Other researchers who have adopted market share as a dimension of business performance include Olotu et al, (2010), Baker and Sinikula (1999), Kohli and Jaworsky (1990). O'sullivan and Abela, (2009) carried out empirical study on marketing performance measurement ability and firm performance. The authors employed sales growth, market share and profitability while Wang et al, (2013) used indicators such as after tax

profit, return on investment, sales volume and market share to measure the "Impact of Microfinance on the Development of Small and Medium Enterprises: The Case of Taizhou, China". In a similar submission, Nwokah and Maclayton (2006), employed customer satisfaction and market share as indicators of business performance in assessing the extent of focus on business performance of the food and beverages organizations in Nigeria. The choice of performance variables for this study is therefore very appropriate and in line with similar previous studies.

2.3.3.1 Return on Investment

Return on investment (ROI) is a popular financial metric for evaluating the financial consequences of individual investments and actions and a benefit to investors resulting from an investment of some resources. Several different metrics are called by that name, but the best known is the metric referred simply to as **ROI.**

A high ROI means the investment gains compare favorably to investment cost. As a performance measure, ROI is used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments in purely economic terms, it is one way of considering profits in relation to capital invested (Farris, Neil, Pfeifer and Reibstein, 2010).

In business, the purpose of the "Return on Investment" (ROI) metric is to measure, per period, rates of return on money invested in an economic entity in order to decide whether or not to undertake an investment. It is also used as indicator to compare different project investments within a project portfolio. The project with best ROI is prioritized.

ROI and related metrics provide a snapshot of profitability, adjusted for the size of the investment assets tied up in the enterprise. ROI is often compared to expected (or required) rates

of return on money invested. ROI is not net present value-adjusted and most school books describe it with a "Year 0" investment and two to three year's income. Marketing decisions have obvious potential connection to the numerator of ROI (profits), but these same decisions often influence assets usage and capital requirements (for example, receivables and inventories). Marketers should understand the position of their company and the returns expected.

As a cash flow metric, return on investment essentially compares the magnitude and timing of investment gains directly with the magnitude and timing of costs. A high ROI means that gains compare favorably to costs. Most forms of ROI compare returns to costs by calculating a ratio or percentage. Usually, a result greater than 0 means that returns exceed costs, while a negative value mean that costs outweigh returns. When potential actions compete for funds, and when other factors between the choices are truly equal, the investment—or action, or business case scenario—with the higher ROI is viewed as the better choice.

Decision makers should remember that ROI figure by itself is not a sufficient basis for choosing one action over another. The metric calculated for a proposed action says nothing about the likelihood that expected returns and costs actually arrive as predicted. That is, an ROI figure says nothing about uncertainty or risk. It simply shows how returns compare to costs *if the hoped for results arrive.* (The same is also true of other financial metrics such as net present value or internal rate of return.) For that reason, a prudent analyst also estimates the probabilities of different ROI outcomes, and wise decision makers consider both the magnitude of the metric and the risks that go with it.

Decision makers will also expect the analyst to provide practical suggestions on ways to improve return on investment by reducing costs, increasing gains, or accelerating gains.

Return on investment is frequently derived as the return (incremental gain) from an action divided by the cost of that action. That is the simple version of this cash flow metric, used for evaluating investments, business case results, and other actions. It may be calculated in terms other than financial gain. For example, Social Return on Investment (SROI) is a principles-based method for measuring extra-financial value (i.e., environmental and social value not currently reflected in conventional financial accounts) relative to resources invested. It can be used by any entity to evaluate impact on stakeholders,

Results of ROI can be interpreted usefully when both the gains and the costs of an action are known and clearly follow from the action--not from multiple causes. In complex business settings, however, it is not always easy to match specific returns (such as increased profits) with the specific costs that bring them (such as the costs of a marketing program), and this makes the metric less trustworthy as a guide for decision support. ROI also becomes less trustworthy when the cost figures include allocated or indirect costs, which are probably not caused directly by the action.

Several different financial metrics take an investment view of an action or decision, which means that each metric compares the timing and magnitude of returns to the timing and magnitude of costs. However each of the major cash flow metrics (ROI, Internal rate of return IRR, Net present value NPV, and Payback period), approaches the comparison differently, and each carries a different message. This section illustrates return on investment calculations from cash flow streams for two competing actions and the next section (Financial metrics compared and contrasted) compares the differing and sometimes conflicting messages from different financial metrics.

To calculate return on investment as a performance variable, is simply to divide the net gains from the investment by the investment costs. Present the result as a percentage.

2.3.3.2 Market share

Market share is the percentage of a market accounted for by a specific entity. It may be defined as the percentage of an industry or market's total sales that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company to its market and its competitors.

It is the percentage of an industry or market's total sales that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company to its market and its competitors.

Marketers need to be able to translate and incorporate sales targets into market share because this will demonstrate whether forecasts are to be attained by growing with the market or by capturing share from competitors. The latter will almost always be more difficult to achieve. Market share is closely monitored for signs of change in the competitive landscape, and it frequently drives strategic or tactical action. Increasing market share is one of the most important objectives of business. The main advantage of using market share as a measure of business performance is that it is less dependent upon macro environmental variables such as the state of the economy or changes in its policies.

Market share is said to be a key indicator of market competitiveness and performance—that is, how well a firm is doing against its competitors. "This metric, supplemented by changes in sales revenue, helps managers evaluate both primary and selective demand in their market. That is, it enables them to judge not only total market growth or decline but also trends in customers' selections among competitors. Generally, sales growth resulting from primary demand (total market growth) is less costly and more profitable than that achieved by capturing share from competitors. Conversely, losses in market share can signal serious long-term problems that require strategic adjustments. Firms with market shares below a certain level may not be viable. Similarly, within a firm's product line, market share trends for individual products are considered early indicators of future opportunities or problems.

Research has also shown that market share is a desired asset among competing firms. Experts, however, discourage making market share an objective and criterion upon which to base economic policies. The aforementioned usage of market share as a basis for gauging the performance of competing firms has fostered a system in which firms make decisions with regard to their operation with careful consideration of the impact of each decision on the market share of their competitors.

It is generally necessary to commission market research (generally desk/secondary research) to determine. Sometimes, though, one can use primary research to estimate the total market size and a company's market share.

Business managers look at market share increases and decreases carefully because they can be a sign of the relative competitiveness of the company's products or services. As the total market for a product or service grows, a company that is maintaining its market share is growing

revenues at the same rate as the total market. A company that is growing its market share will be growing its revenues faster than its competitors. Market share increases can allow a company to achieve greater scale in its operations and improve profitability. Companies are always looking to expand their share of the market, in addition to trying to grow the size of the total market by appealing to larger demographics, lowering prices, or through market promotion.

Marketers need to be able to translate and incorporate sales targets into market share because this will demonstrate whether forecasts are to be attained by growing with the market or by capturing share from competitors. The latter will almost always be more difficult to achieve. Market share is closely monitored for signs of change in the competitive landscape, and it frequently drives strategic or tactical action. (Farris, Bendle, Pfeifer & Reibstein, 2010) Increasing market share is one of the most important objectives of business. The main advantage of using market share as a measure of business performance is that it is less dependent upon macro environmental variables such as the state of the economy or changes in tax policy.

2.3.3.3 Customer Satisfaction

Customer satisfaction is a term frequently used to describe a measure of how products and services supplied by a company meet or surpass customer expectation. It is a mental state which results from the customer's comparison of a) expectations prior to a purchase with b) performance perceptions after a purchase (Oliver 1996,) and it is defined as the number of customers or percentage of total customers whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals (Farris, Neil; Phillip & Reibstein, 2010).

The concept is seen as a key performance indicator within business and is often part of a Balanced Scorecard. In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator and it has increasingly become a key element of business strategy (Morgeson & Petrescu, 2011). It is also ambiguous and abstract since the actual manifestation of the state of satisfaction will vary from person to person and product/service to product/service. The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviors such as return and recommend rate. The level of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare the organization's products.

Within organizations, customer satisfaction ratings can have powerful effects on performance (Serenko, 2010). They focus employees on the importance of fulfilling customers' expectations. Furthermore, when these ratings dip, they warn of problems that can affect sales and profitability. When a brand has loyal customers, it gains positive word-of-mouth marketing, which is both free and highly effective (Farris, Neil, Phillip & David, 2010).

As it is suggested in the literature, consumers may have various "types" of expectations when forming opinions about a product's anticipated performance. Perceived product performance is considered as an important construct due to its ability to allow in making comparisons with the expectations. Customer satisfaction is important because it provides marketers and business managers with a metric that they can use to manage and improve their businesses performance.

Morgeson and Petrescu, (2011**)** identified six **reasons why customer satisfaction is so important in business performance. The reasons include the following:**

i. It's a leading indicator of consumer repurchase intentions and loyalty
ii. It's a point of differentiation
iii. It reduces customer churn
iv. It increases customer lifetime value
v. It reduces negative word of mouth
vi. It's cheaper to retain customers than acquire new ones

Therefore, it is essential for businesses to effectively manage customer satisfaction. This involves asking customers whether their product or service has met or exceeded expectations. Thus, expectations are a key factors behind satisfaction. When customers have high expectations and the reality falls short, they will be disappointed and will likely rate their experience as less than satisfying. The importance of customer satisfaction diminishes when a firm has increased its bargaining power.

Customer satisfaction provides a leading indicator of consumer purchase intentions and loyalty. Customer satisfaction data are among the most frequently collected indicators of market performance. Research also shows that a majority of the firms invest in measuring, monitoring, and disseminating customer satisfaction information; in fact, these authors found that customer satisfaction research is one of the most widely conducted marketing research activities in the firms. Mittal and Frennea, (2010) established the benefits of customer satisfaction for firms to include immediate financial outcomes such as improved sales, revenue and long-term performance. A customer may make such comparisons for each part of an offer (domain-specific satisfaction) or for the offer in total (global satisfaction). In the satisfaction literature, customer satisfaction usually refers to the latter type of outcome. Moreover, this mental state, which we view as a cognitive

judgment, is conceived of as falling somewhere on a bipolar continuum bounded at the lower end by a low level of satisfaction (expectations exceed performance perceptions) and at the higher end by a high level of satisfaction (performance perceptions exceed expectations).

Research that links customer satisfaction to other business measures usually defines satisfaction as a customer's overall evaluation of the consumption experience (Johnson, 2001). Customer satisfaction research demonstrates a positive impact of satisfaction on both market value and accounting returns (Ittner & Larcker, 1996). Because of a ''front loading'' of customer costs and a ''back loading'' of revenues over the course of one's relationship with customers, satisfied and loyal customers are more profitable (Johnson, 1998). Customizing a product to meet or exceed the needs of a heterogeneous population of customers' increases customer satisfaction, which in turn increases profitability. The core processes within any process orientation construct are those that support an organization's customer orientation.

The marketing literature contends that higher customer satisfaction improves financial performance by increasing the loyalty of existing customers, reducing price elasticities, lowering marketing costs through positive word-of-mouth advertising, reducing transaction costs, and enhancing firm reputation (Anderson, Fornell, and Lehmann, 1994). These advantages are believed to persist over time, suggesting that the net benefits from investments in customer satisfaction may not be fully reflected in contemporaneous accounting performance (Anderson, Fornell, & Lehmann, 1994).

2.3.3.4 Sales Growth

Sales growth refers to the amount a company derives from sales compared to a previous corresponding period of time in which the later sales exceed the former. It is usually given as a percentage. Sales growth is considered positive for a company's survival and profitability. It is an important measure of performance. Sales growth targets play a major role in the perceptions of business managers. Eliasson (1976) reports that planning systems generally begin with sales targets. An emphasis on sales growth also provides a useful and visible benchmark to motivate managers. Kaplan and Norton (1996) argue that firms must use a wide variety of goals, including sales growth, to effectively reach their financial objectives.

The main goal of leaders in large companies is to maximize the revenue and that the increase in sales will always continue, even at the expense of lower profits, in both the short and long-term (Baumol, 1962). Baumol has provided an addition to the ever-increasing body of oligopoly theory by substituting sales maximization, with a minimum profit constraint, for profit maximization as the goal of the business firms. Profit maximization is interpreted as the desire to maximize the present value of the firm. Since net revenue, total revenue and assets all expand permanently at the same rate, all this are in the context of a permanent growth maximization model interpretation.

Factors that influence sales growth range from promotion to internal motivation and retaining of talented employees to the implicit opportunities for investments in new technologies and equipment in the production process. In addition, it benefits learning curve and opportunities for economies of scale provided by sales growth. Kaplan and Norton (1996) claim that to reach their financial objectives effectively, firms must use a wide diversity of goals, including sales growth.

Sales growth generally utilizes capacity more fully, which spreads fixed costs over more revenue resulting in higher profitability. Audretsch (1995) used a new data base to measure company-level innovative activity used for testing firm growth, profitability and size. He found that high growth generates more innovative activity for firms in low technological- opportunity industries, but not in high-technological opportunity environments.

Sales growth targets play a major role in the perceptions of top managers. Using surveys, Hubbard and Bromiley (1994) found that sales is the most common objective mentioned by senior managers. Eliasson (1976) reports that planning systems generally begin with sales targets. An emphasis on sales growth also provides a useful and visible benchmark to motivate managers. Sales growth influences factors that range from internal motivation to promotion and retention of talented employees all the way to the implied opportunities for investments in new equipment and technologies that upgrade the production process as a whole. In addition, sales growth provides opportunities for economies of scale and learning curve benefits.

Sales growth generally utilizes capacity more fully, which spreads fixed costs over more revenue resulting in higher profitability. Audretsch (1995), used a new data base to measure company-level innovative activity used for testing firm growth, profitability and size. He found that high growth provides more innovative activity for firms in low technological- opportunity industries, but not in high-technological opportunity environments.

Sales growth targets play a major role in the perceptions of top managers. Using surveys, Hubbard and Bromiley (1994) find sales as the most common objective mentioned by senior managers. Eliasson (1976) reports that planning systems generally begin with sales targets. An emphasis on sales growth also provides a useful and visible benchmark to motivate managers.

Sales growth influences factors that range from internal motivation to promotion and retention of talented employees all the way to the implied opportunities for investments in new equipment and technologies that upgrade the production process as a whole (Asheghian, 2012). In addition, sales growth provides opportunities for economies of scale and learning curve benefits. Alternatively, if an industry has increasing economies of scale or learning curve effects, growing firms benefit from such effects, again increasing performance. Depending on the industry structure, sales growth may also provide additional market power which firms can use to increase performance (Fazli, Mohammed & Yasuo, 2013).

2. 4 Small and Medium Scale Enterprises (SMEs)

Small and Medium Enterprises occupy a place of pride in virtually every country or state. Because of their significant roles in the development and growth of various economies, they have aptly been referred to as the engine of growth and catalysts for socio-economic transformation of any country.

Despite their unique contribution to economic development of many nations, SMEs suffer greatly from a universally accepted definition. This is in spite of Eniola, Entebang, and Sakariyau's (2015) submission that a proper definition of SMEs is important to distinguish between the different categories of the production units in terms of factors like; number of employees, the value of fixed assets, production capacity, basic characteristics of the inputs, level of technology used, capital employed, management characteristics, etc. But arriving at a definition of small and medium scale enterprises that will attract a common global acceptance has till date eluded stakeholders, researchers and practitioners in that area.

Obore and Ayozie, (2013) attribute lack of a globally accepted definition of SMEs to the fact that economies of countries differ and people take on particular standards for special uses. Akande, (2013) maintain that the definition of Small and Medium Enterprises is slippery, elastic, heterogeneous and relative and has remained elusive till date. The definitions of SMEs vary within and between continents and from country to country and from one time to another in the same country depending upon the pattern and stage of the country's development, government policy and administrative set up of the particular country with different criteria used to classify them in order to serve each country's political and economic purposes (Njau and Karamu, 2014). Different institutions, nations and individuals use different standards to define SMES since a lot of their bodily processes depend on the industry in which they operate, also are the personalities and ambitions of those in charge of these businesses.

Scholars have therefore argued that the classification of businesses into large, medium or small scale is a subjective and qualitative judgment (Eniola, 2014). Similarly, the economies of countries differ, and people take on particular standards for special uses.

Mooney and Sixsmith (2013) confirm that Studies on SMEs identify more than fifty different definitions in seventy-five countries but concludes that there is hardly any unique, universally accepted definition of SMEs because the classification of businesses into small and large scale is a subjective judgment.

In Nigeria, like everywhere in the world, there is no clear cut definition of SMEs nevertheless, a good number definitional efforts of the concept exist. The multiplicity of the definitions is quite apparent as the yardstick used to measure the concept varies over time from organization to organization. Various organizations or institutions and even individuals in Nigeria have at

specific times defined SMEs in different ways. Though the definitions of the concept are varied, almost all of them appear to have common measures including; fixed assets, gross output, and the number of employees. It is clear therefore that the definition of the concept is relative, slippery, elastic and depends mainly on both the geographical location and the nature of economic activity being performed.

In 2012, SMEDAN came up with a different and a current definition of SMEs in Nigeria. Cottage/micro firms are those with a labor size of not more ten workers, and the total cost of not more than five million Naira, excluding land but including working capital; Small scale firms are those enterprises with a labor size of between ten to forty nine workers, with a total cost of five million Naira (but not exceeding fifty million Naira) excluding cost of land but including working capital; Medium- scale are those enterprises with a labor size between fifty and one hundred and ninety nine, with a total cost of above fifty million Naira, but not exceeding five hundred million Naira, excluding cost of land but including working capital. The classification of SMEs by SMEDAN is captured in table 2.1.

Table 2.1 Definition and Classification of SMEs

S/N	Size category	Employment	Asset (=N= Million) (excluding land and buildings)
1.	Micro Enterprise	Less than 10	Less than 5
2	Small Enterprise	10 to 49	5 to less than 50
3.	Medium Enterprise	50 to 199	50 to less than 500

Source: SMEDAN (2012)

From the foregoing, it is clear that there is no universally accepted definition of what constitute small and medium scale enterprise. Instead, countries use different definitions for classifying

their SME sector. The definitions in use at any point in time depend on the purposes those definitions are required to serve and the policies which govern the SME sector at that time (Ediri, 2014). However, the three parameters generally applied by most countries, singly or in combination are: capital investment on plant and machinery; number of workers employed; and volume of production.

In spite of the degree of definitional problem, there exists a high level of consensus agreement on the role and importance of SMEs especially the SMEs sub-sector for economic growth and development. Ogunmokun and Ling-yee, (2014) noted that the importance of SMEs varies with sectors and with the developmental stage of each country. He opined that developing characteristics such as the degree of capital allocation and requirements, management size and arrangement as well as limited market access which makes SMEs less amenable to the unsatisfying effects of growth schemes that concentrate on large, capital intensive and high import dependent industrial plants as well as failed public enterprises.

This study adapt the definition and classification of SMEs as provided by SMEDAN that SMEs is any small business that is legal and operates on a full time basis in the study area with a staff strength of between 11 to 49 staff for small business with asset base of 1 to 50 million naira excluding land and buildings, while the Medium scale business is a legal business that operates on a full time basis in the study area with a staff strength of between 49 and 199 and asset base of between 50 to less than 500 million naira excluding land and buildings.

This study believes that whichever way the definition of SMEs is put forth, SMEs is the annexation of resources and the overall contribution to the economic well being of developing nations across the globe. These classes of enterprises themselves are a heterogeneous group of

enterprises, possessing different size, age, sector, location and growth profiles as well as run by owner-managers with different capabilities and motivations provision they will seek. They include a wide variety of firms including handicraft makers, small machine shops, restaurants, and computer software and firms that possess a wide range of sophistication and skills, and operate in very different markets and social environments. Their owners may or may not be poor. Some SMEs are dynamic, innovative, and growth-oriented; others are traditional lifestyle enterprises that are satisfied to remain small. In some countries, Osotimehin, Jegede and Akinlabi, (2012) inform that SMEs owners and workers are (or are perceived to be) dominated by members of particular ethnic groups or indigenous groups. It can be deduced from the foregoing that SMEs are business organizations that versatile in both their composition and their performance output.

2.4.1 Small and Medium Scale Enterprises in Nigeria

In Nigeria, SMEs are extremely important and contribute significantly to the economic growth in the country. The contribution performance of the SMEs in the country is considered as the spinal column. In fact, Small and medium scale industries are part and parcel of Nigeria.

According to Aremu and Lawal; (2012) SMEs have provided growth potential and contributed critical roles in the manufacturing and value chains just as their multiplier effects have impacted on the rest of the Nigerian economy, a development that have enabled them to be the engine of economic progress. It is also noted that the SME sector is the main driving force behind job creation, poverty reduction, wealth creation, income distribution and reduction in income disparities in the country. SME sector also formed the vanguard of the modern enterprise sector and presents the propelling force of economic modernization and growth in Nigeria. They are an

important sector that needs to be adequately factored into policy making and programme implementation in Nigeria.

These classes of enterprises comprise about 70% to 90% of the business establishment in the manufacturing sector in Nigeria (Eniola, Ektebang & Sakariyau, 2015). Moreover, the potential of SMEs is to serve as an engine for wealth creation, employment generation, entrepreneurial skills development, and sustainable economic development. SMEs is the creativity and ingenuity of entrepreneurs in the utilization of the abundant non- oil, natural resources of this nation which will provide a sustainable platform or springboard for industrial development and economic growth as is the case in the industrialized and economically developed societies (Eniola & Ektebang, 2014). SME in Nigeria provides over 90% of employment opportunities available in the manufacturing sector and accounts for about 70 % of aggregate employment created per annum (Eniola, Ektebang & Sakariyau, 2015).

Nigeria has the biggest economy in Africa. According to the national planning commission of Nigeria, (Siti, Norfaridatul, Juhaini & Zaidin, 2014), the contribution performance of the SMEs is considered as the country's backbone (Nwachukwu 2012). It is therefore clear that promotion of such enterprises in developing economies like Nigeria is of paramount importance since (among other benefits), it brings about a great distribution of income and wealth, economic self-dependence, entrepreneurial development, employment and a host of other positive, economic uplifting factors (Aremu & Lawal, 2012).

However, the major consensus in extant literature on SMEs in developing countries including Nigeria reveals that these classes of enterprises have performed below the nation's expectations (Aremu Lawal, 2012). This submission is further confirmed by the poor rating of the country by

international best practices, meaning that the performance of SMEs has fallen below standard in the country. The development therefore justifies the need to investigate the effect on EM on the performance of SMEs in Makurdi Metropolis.

2. 4. 2 Marketing in Small and Medium Enterprises

In order to provide insights on how the adoption of an EM approach in SMEs can be encouraged, it is important to understand whether the SMEs conception of marketing differs from that developed by researchers and which are the psychological factors capable of influencing the entrepreneurs' intention to adopt a marketing approach.

Kotler, (2013) defines marketing as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. The process of marketing is therefore finding ways to provide people with products and services that they either need to function normally or desire to improve their well-being. There are two distinct categories of need that marketing aims to service. The first area includes: (i) basic physical requirements, such as food, clothing, shelter and safety; (ii) social needs, related to belonging and affection; and (iii) individual needs for knowledge and self expression. The second area includes wants or desires, which go way beyond immediate basic requirements for basic human operations and social interactions.

Marketing theories applied to large enterprises are considered valuable for SMEs as well (Pride and Ferrell, 2013). It is presumed that basic marketing principles are relevant to any kind of enterprise, regardless of its dimension (Ionita, 2012). Some authors among them Gummesson,

Kuusela and Narvanen, (2014) agreed that SMEs have specific features that differentiate them from large enterprises which imply that their marketing approaches can not be same. The marketing practices in SMEs are subjected to opposing forces: the external dynamics encourage efforts in marketing communication; internal factors restrain investments in this area (Gyong, 2014).

A good number of scholars and professionals including Kolsum, (2014) and Naneh, (2014**)** have agreed that marketing in small businesses is different from marketing in similar big companies. Gyong, (2014), opines that Small businesses marketing activities are identified by features such as accidental, informal, unstructured, reactive and developed in accordance with norms and standards of industry. In small businesses, *Mazzarol, (2014) points out* that marketing is used for current needs and pay a little attention to the strategies and plans. This is the opposite of big corporation whose marketing is formal, planned and highly structured.

In a similar submission, Ogunmokun and Li (2014), opined that SMEs perceive marketing through concrete practices that often relate to promotion, selling and customer relationships. They do not seem to adopt a single EM practice but rather features of several EM practices that they estimate to best fit their business operations. SMEs differed in their notions and practices of marketing. Especially in the smallest of SMEs, the role of marketing is not considered focal and it is often carried out unsystematically and sporadically. Despite these differences, *Nigussie, (2014)* notes that the basic concepts of marketing, such as: "market segmentation, customer orientation, positioning and searching for competitive advantages", are the same as large companies.

Marketing practice in small firms seems to rely on personal contact networks and is often driven by the particular way an owner-manager does business. Gilmore, Galbraith and Mulvenna, (2013) therefore conclude that marketing in SMEs is likely to be haphazard, informal, loose, unstructured, spontaneous, and reactive and conform to industry norms. Such marketing activities can be highly innovative but not necessarily based on originality, and are more likely to be an adaptation of an existing concept or practice. Based on the above, it is clear that Marketing theory development in small and medium sized enterprises (SMEs) seems to be somewhat limited and qualitative in nature.

As opined by Gilmore, Galbraith and Mulvenna, (2013), most successful SMEs recognize the importance of simple marketing structures which enable them to target their markets effectively through appropriate entrepreneurial marketing practices thus, increasing their chances of success. Academics and practitioners accept the intrinsic value of marketing to business, although there are SMEs for whom marketing is perceived to be peripheral. There is sufficient evidence that small business failure can result from either a lack of marketing, or poor marketing practice and that they may be more vulnerable to competitive threat. However, given that the marketing function in SMEs is hindered by constraints such as limited access to resources, and a lack of marketing expertise on the part of the owner/manager, it is obvious -that SME marketing differs from marketing in larger organizations.

Marketing, an important function in business is perceived by SMEs to be peripheral to their requirements, relating to sales and promotions only, a perception which has grown from the ability of SMEs to obtain sales without planning their marketing activities (Stokes, 2000). According to Oliver, (2014), SMEs lack formal and conventional marketing concepts, a development that can be misconstrued as a lack of marketing in some instances; however, much

of the literature on SME marketing identifies the presence of a form of marketing which is unique to small firms. SMEs adapt general marketing concepts, practices and theories to suit their own purposes but at the same time, maintain a process-focus and concentrate on incremental innovations.

Positioning SMEs within a dynamic environment is obviously one of the primary considerations in addressing SME marketing. This development results in SME marketing decisions being taken in a haphazard, non-sequential and unstructured fashion; this leads to informal, spontaneous, reactive, and continuously-evolving marketing activities (Putcha, Sloboda, Putcha, Khani & Tabba, (2015). It is however clear that marketing in SMEs has continued to evolve throughout the life-cycle of the enterprise in response to new products and market demands, while satisfying customer requirements, taking into consideration the inherent characteristics and behaviors of the owner/manager, and the size and life-cycle stage of the firm.

SME marketing is the continual development of the experiential knowledge of the entrepreneurs gained by doing business central to SMEs marketing. The formation and depth of experiential knowledge is the key competence of SMEs that has been developed over time. Thus, to a certain extent, the marketing characteristics of an SME are derived from the experiential knowledge of the owner/manager and the firms characteristics, such as a distinctive managerial style, independence, ownership, having limited resources, and the scale and scope of operations (Gilmore, Galbraith & Mulvenna, 2013). These characteristics combine to form an inherently innate method of doing business for SME owner/managers, which enables them to focus on achieving competitive advantage through added value marketing initiatives.

Traditionally, some marketing approaches concentrate on the marketing mix. However, instead of focusing on the traditional marketing paradigm of the 4Ps (product, price, place and promotion), or the 7Ps adopted by service marketing (product, price, place, promotion, people, process and physical evidence), SMEs stress the importance of promotion and word-of-mouth, and have identified one of the unique selling points of their business as the nature of their personal contact with customers and their focus on the four Is (Information, Identification, Innovation and Interaction) in their marketing approaches (Mooney & Sixsmith, 2013).

According to Schmidt & Buell, (2014) SMEs competitive marketing practices include; interacting and participating in social, business and trade activities. These networking activities form the primary source of market intelligence on which their planning is based. Their marketing decisions are based on an instinctive understanding that networking with outside individuals, associations and companies enables businesses to be successful and so SMEs use networking as an inherent marketing tool.

There are specific contextual variables and influences which serve to mould SME marketing in a manner that maximises benefits for the SME. Phyra, Aron and Keo, (2013) identified components of this moulding process include adapting activities to operate within a dynamic competitive environment with many resource constraints, distinctive owner/manager decision-making and networking and having a customer orientation. Thus, SME marketing activities and practices are moulded to take account of competitors, customers, the business environment and the SME's resource limitations and are heavily influenced by the owner/manager's decision-making and inherent skills and abilities.

2. 5 Review of Previous Studies on Relationship between EM Practices Variables and Business Performance

This section presents a review of previous studies on the relationship between EM practices and business performance as below;

2.5.1 Customer Relationship Management (CRM) and Performance

Empirical investigations into the relationship between Customer Relationship Management (CRM) and Small Business performance has attracted write ups from many sources including researchers and academics. The findings of the research studies have however failed to produce a common finding, justifying the reason for similar studies. Many of the studies confirmed the existence of a positive relationship between the variables and performance. Bevan, Ang & Fearns, (2014) empirically investigated Customer Relationship Management Practices. The study aimed to explain the impact of CRM practices to organizational performance. A model was developed and empirically tested through survey data obtained from 369 organizations. The results indicated that CRM practices have a significant positive effect on organizational performance. Similarly, the results revealed that enhanced key customer focus and relationship marketing leads to better organizational performance. Market turbulence was found to have a negative moderating effect on the relationship between CRM practices and organizational performance.

Moreover, this study's findings have supported the Sin et al. (2005) findings CRM: conceptualization and scale development. The findings revealed that customer focus is a main strategy in increasing the relationship with SMEs performance and contrasts with Akroush and Dahiyat (2011) findings on Customer relationship management implementation: An investigation of a scale's generalizability and its relationship with business performance in a

developing country context. It also supports Sousa (2003) findings on linking quality management to manufacturing strategy: An empirical investigation of customer focus practices which concluded that customer focus practices are contingent on a manufacturing strategy and identifies mechanisms by which this take place.

Borsaly, (2014) researched on the Management on Organizations performance and Competitive Advantage-Effect.. The study opined that Customer relationship management (CRM) is considered as a holistic strategy that can help organizations to become customer oriented and as a valuable capability to remain stable in today's competitive business world. However there is a lack of research demonstrating how this capability supports organizations growth. This study examines the effects of CRM implementation on organizations' performance and on their competitive advantage. Following the resource-based view of the firms and customer centricity approach, CRM strategy is conceptualized as a useful tool employed by organizations to increase customer value and to create a desired customer experience by effectively enhancing their service capabilities given to their customers. Based on Handen (2000) five dimensions (strategy, organization, technology, segmentation and process) to implement a CRM project effectively, this study investigates the effects of technology and process as dimensions of CRM on organizations performance and their competitive advantage. The study is a descriptive-survey research. The descriptive part was to collect data about the literature on the topic, and the survey method is to confirm or refuse the study's hypotheses. A questionnaire was used for the research hypotheses testing and analysis. The statistical population consists of a sample of 22 banks drawn randomly from the Egyptian market and collected data were subjected to correlation analysis in pursuance of the study's stated objectives. The results indicate that there are positive

relationship between CRM implementation and banks performance and their competitive advantages.

Soliman, (2011) examined Customer Relationship Management and Its Relationship to the Marketing Performance. The study explored the theoretical foundations of customer relationship management and its relationship to the marketing performance from the several perspectives. CRM was derived from systematic comparative analysis of the relevant relationship marketing literature , there are additional elements that relating to the important of focus on main customers , the organizational efficiency and customer knowledge management elements and their influence on the marketing performance. The study findings concluded positive relationship between CRM and marketing performance in additional to, being effect of the dimensions of CRM on marketing performance in financial institutions. The study treats the question of CRM and its relationship marketing performance for marketing academicians and professionals by investigating structural relationship among focus on main customers, the organizational efficiency and customer knowledge management, and marketing performance.

Elkordy, (2014) studied The Impact of CRM Capability Dimensions on Organizational Performance. Customer relationship management is considered key to organizations' success in today's competitive environment. However, empirical evidence show mixed support to the impact of CRM initiatives on performance. Using the resource based view RBV of the firm, CRM is hypothesized as a distinctive capability that can lead to superior business performance. The study proposes four dimensions of CRM capability: CRM technology, CRM processes, customer orientation, and CRM organization. Data used to validate the research model were collected through cross sectional survey of large Egyptian companies. SEM was used to test the research hypotheses. All CRM proposed dimensions showed significant link to performance.

However, when all impacts were considered simultaneously, CRM organization emerged as the only significant predictor of performance. Implications for theory and practice are presented.

Aliyu, Sany and Rushami, (2011) researched on The Strategic Impact of Technology Based CRM on Call Centers' Performance. The primary objective of this paper is to test a model that can explain the impact of technology based CRM on inbound call center performance. To do this, data were collected from 168 call center managers and analyzed through structural equation modeling. The research findings indicate that technology based CRM significantly affects first call resolution and perceived service quality, but weakly influence caller satisfactions through the mediating role of first call resolutions. Observably, this research believes that customer contact centers as the first touch points to company are dependent on other factors such as company policy, product quality, customer characteristics, etc. to influence caller satisfactions, but unfortunately most of these factors fall outside the operational control of contact center activities. The findings in this research has empirically provided the long waiting evidence that technology based CRM applications within the inbound contact center industry can only influence caller satisfactions through first call resolution and perceived service quality. A major implication for call center managers is that this research findings has availed them the opportunity on how to effectively develop, implement, and evaluate their CRM applications.

Kuo-Chung and Chin-Shan, (2012) studied Customer Relationship Management and Firm Performance. The study empirically identifies customer relationship management (CRM) and examines its impacts on firm performance in the context of freight forwarder services. Using data collected from a survey of 144 freight forwarding firms in Taiwan, a structural equation modeling exercise was conducted to identify crucial CRM dimensions and their influences on the perceived financial performance. Results indicated that CRM dimensions such as customer

response and profit interaction are found to have significantly positive effects on the perceived financial performance aspects of profit and growth rate. This research not only investigates crucial CRM but also proposes a model for empirical studies to link CRM and firm performance.

In Nigeria, Agbaje, (2014) examined the impact of Customer relationship management on customer loyalty. This study evaluated customer relationship management in the telecommunication sector in Nigeria and its consequential effect on customer loyalty. Primary data were generated with the aid of structured questionnaire. A random sample size of 50 respondents was selected from each firm to represent the entire population of study. Thus, a sample size of 200 respondents was used. Data collected were analysed using descriptive statistics and variance estimation technique. Findings show that customer retention, and competitive advantages are major benefits that are accruable to the industry. Such benefits when maintained can transform to enhanced performance. The study also views CRM as an effective strategy for keeping customes very captivating. Some of the benefits that accrue to telecommunication firms undertaking the CRM initiative include better communication with the customer, increased efficiency and effectiveness. In dealing with customers, firms need to integrate CRM operations into a single focused operation which will enable the telecom firms to simultaneously improve customer acquisition and retention rates.

Adeyeye, (2013) investigated the impact of Customer Relationship Management on Perceived Bank Performance. The objective of this study was to determine the relationship between the variables measuring customer relationship management (bonding, trust, commitment, communication and satisfaction) and bank performance. The study employed survey research.

Primary data was used for the study with questionnaire as research instrument. The subjects were one hundred and thirteen employees of selected banks (GT bank, Stanbic bank, Zenith bank,

ECO, bank, UBA and Skye bank). The four hypotheses formulated for this study were tested using T-test, Pearson's correlation, regression, and analysis of variance with the aid of statistical package for social sciences (SPSS). The findings from the study revealed that commitment independently predicted perceived organizational performance. Also, there was a significant difference between bonding and perceived organizational performance. Furthermore, there was main and interaction effect of bonding and trust on Perceived Organizational Performance. In addition, trust, communications, satisfaction, commitment and bonding jointly and independently predicted perceived organizational performance. Based on the findings, it was recommended that there is a need for organizations especially banks to have a good relationship with their customers which can sustain competitive advantage. It is also recommended that organizations should take cognizance of their organizational structure to attract and retain qualified employees that can contribute positively to bank performance.

Oladele, (2012) Studied the Moderating Customer Relationship Management (CRM) to enhance Firm Performance through Continuous Product Development. The banking sector in Nigeria went through various reforms in the last few years and this has resulted in stiff competition in the industry. Based on this the few surviving ones are making concerted efforts to stabilize in the ever changing competitive and uncertain business environment. More importantly, the banks have come to realized that building long-term relationship with their customer is sine qua non to achieving sustainable competitive advantage. This study examines the link between customer relationship management and performance on the banking sector. The researcher built a model using continuous product development to moderate the effect that CRM has on bank performance. Data using primary source was collected from the financial market through a cross sectional survey in Ekiti State, Nigeria. Two pretests of the questionnaire were performed for

validity and reliability assessment. Based on extensive review of literature, a 54 item capturing all major sub processes in implementing CRM was evaluated. The Data collected were fitted into regression model. The result indicates that CRM implementation processes are associated with better firm performance more importantly when it is moderated by continuous product development

Other findings however concluded that there is no positive relationship between the variables. Yim and Anderson, (2004) examined the effect of Customer relationship management on customer outcomes. The study's findings indicate that bad CRM significantly affects customer satisfaction negatively, and indirectly affects customer retention, which are two performance metrics associated with the benefits of implementing CRM on the organization. Therefore, for firms aiming to adopt CRM applications to improve organizational performance in terms of financial and marketing, it is advisable to concentrate on understanding and needs to focus on selected customers through customer-centric management and has a strong long term relationship with focus customer by adopting a suitable CRM systems and acquiring a CRM outlook on customer-facing processes. The key customer focus is perhaps the ones that managers should initially focus in CRM implementation if rapid positive results are targeted. It was also found that relationship marketing is the strongest predictors of variations in food manufacturer's performance.

Earlier studies including Lancastre and Lages, (2006) who examined the relationship between buyer and a Business to Business (B2B) e-marketplace concluded that relationship marketing activities offer added-value to the customer – even when selling routine products – and are worth investing in as organizations promote customer loyalty. Moreover, the non-critical products' context represents an excellent opportunity to develop cross-selling and up-grading business

activities with the buyers, outcomes that normally follow the implementation of retention and loyalty strategies. Development of tools to assess the performance of a long-term relationship process between firms becomes crucial for managers to better understand and efficiently handle customer relationships

2.5.2 Market Segmentation and Performance

A market segment is simply a group of present or potential customers with some common characteristics that are relevant in explaining their response to suppliers' market stimuli; (Kotler, 2013). Market segmentation therefore refers to a homogeneous group of customers each reacting differently to promotion, distributional communication, pricing and other variables of marketing mixes. Many empirical works have been done by researchers to establish the nature of relationship between market segmentation and business performance. Despite over 50 years of research into market segmentation, the relationship with business performance has not been studied rigorously beyond conceptual arguments on the topic and some evidence from practitioner accounts (e.g. Foedermayr and Diamantopoulos, 2008). But, despite this, empirical studies in that regard are identified.

Adina, (2011) investigated market segmentation capability and business performance. The main purpose of this study was to investigate the relationship between market segmentation and business performance. The research was conducted within the critical realism paradigm and adopted a sequential qualitative-quantitative methodology, using 24 in-depth interviews with marketing managers and segmentation experts. The study revealed that implementing market segmentation is perceived to have positive effects on three types of business performance measures. Firstly, through targeted marketing campaigns and tailored value propositions based

on each segment's needs, segmentation implementation is perceived to increase customer performance measures, e.g. customer acquisition, loyalty and satisfaction. Secondly, through identifying remaining 'pockets of value' in a maturing market and/or growing, under-served or valuable segments in a developing market, exiting shrinking segments and adapting brand communications to suit each segment's preferences, segmentation can increase market performance outcomes (e.g. increased market share, stronger competitive position). The study therefore concludes that pursuing a segmentation approach should enhance an organization's performance.

Dibb, (1997) examined market segmentation implementation barriers and how to overcome them. The study concluded that businesses have found market segmentation useful as customer needs are too diverse to be satisfied by a mass marketing approach, hence focusing on satisfying the needs of selected segments should lead to higher purchase rates, customer satisfaction and loyalty – measures of customer performance. Thus, the study seems to suggest that implementing market segmentation can have an effect on market, customer and financial performance of a firm. The above findings are in line with Hooley *et al.*, (2005), findings which submitted that these three research outcome of higher purchase rates, customer satisfaction and (particularly) loyalty measures of customer performance dimensions have been considered as dimensions of businss performance in the marketing literature.

Peterson (1991) studied Small business usage of target marketing and finds that firms who employ segmentation strategy have a higher return on invested capital than those who did not pursue this strategy. He notes however that this finding does not prove the efficacy of segmentation strategy but still provides a presumption of effectiveness. Similarly, Verhoef, Spring, Hoekstra and Leeflang, (2002) carried out an empirical study of the commercial use of segmentation and predictive modeling techniques for database marketing in the Netherlands.

The study revealed that companies using segmentation have better results and are more satisfied with their marketing performance than those who do not.

Dibb, Stern and Wensley, (2002) investigated Marketing knowledge and the value of segmentation. The authors find that practitioners consider segmentation to lead to greater customer understanding, better matching between the firm and its customers, better identification of gaps and better new brand development. Interestingly, in their sample, improved profitability and understanding of competitiveness were the least 'popular' outcomes of segmentation. Foedermayr and Diamantopoulos (2009) investigated Export segmentation effectiveness: index construction and link to export performance. The study concluded that two dimensions of segmentation effectiveness (cost savings and positioning performance) have the strongest impact on export performance. Panayides (2004), researched the Logistics service providers: an empirical study of marketing strategies and company performance. The study finds market segmentation strategy positively related to market share but not to other measures of performance. These studies bring out some empirical support to the argument that market segmentation has a positive influence on performance outcomes. All the above studies were undertaken in developed nations.

Onaolapo, Salami and Oyedokun, (2011) empirically studied "Marketing Segmentation Practices and Performance of Nigerian Commercial Banks". The paper particularly examined the impact of marketing segmentation practices on the performance of selected Nigerian commercial banks in the post consolidation era 2005 to date. Emphasis was on the forms of segmentation practices adopted, the extent to which their performance have been influenced and customers loyalty secured. Data employed were mainly secondary while the research design was exploratory in

nature relating such basic variables as market segmentation practices of market share; pricing and geographical branch location to performance. Statistical test using Herfindahl Hirschman Index was used as surrogate for market concentration which was tested against performance. The study found among others that segmentation has benefited some sections of the industry more than others thus enabling dominance of the market share and customer patronage. It however discovered that there is a threshold point beyond which further commitment of funds into market-segmentation practices by a bank will result in negative result.

It is obvious that researchers and other writers in this field have failed to arrive at a compromise on the effects of market segmentation and business performance. This lack of consensus evidence has given rise to repeated study to establish the true position on the issue.

2.5.3 Co-opetition and Performance

Researchers and other writers have empirically studied the nature and extent of the relationship that exist between co-opetition and business performance. The studies have however produced mixed findings. While some of the researches established a significant and positive relationship between the two variables, others have concluded that there is no positive relationship between them.

Kossyva and Georgopoulos, (2013) examined Co-opetition as a business strategy for SMEs in times of economic crisis. Findings of the paper suggest that co-opetition could be an appropriate business strategy for SMEs in difficult economic conditions provided that they develop a co-opetitive portfolio with different kinds of partners by seeking to obtain the advantages of each partnership and become more competitive.

Vasudeva and Anand, (2011) studied SMEs facing technological discontinuities and their use of alliance portfolios to gather knowledge flows to enhance performance. Their findings suggest that a firm with a moderate latitudinal absorptive capacity, which is equivalent to medium diversity in its portfolio, has a high propensity for optimal use of knowledge.

Gnyawali and Park, (2011) examined Co-opetition between giants: Collaboration with competitors for technological innovation and firm performance. The study confirmed that firms perform better when they are involved in co-opetitive relationships by acquiring new knowledge and skills and accessing complementary capabilities which will produce synergistic effects. According to this research finding, by collaborating with competitors, SMEs have the opportunity to create temporary blue oceans collectively and gain first mover advantages over other competitors. Competing firms have market commonality, face common challenges and possess similar and complementary resources and capabilities. The paper also found out that co-opetition among SMEs creates economies of scale, reduces uncertainty and the time span for R&D, mitigates risk, accelerates the product development process, leverages re-sources and enable market entry. It adds that SME can develop a co-opetitive portfolio consisting of competing organizations in order to create added value through the exchange of financial capital, ideas, experiences and knowledge. The paper concludes by advising SME firms to form different types of partnerships so as to build a "co-opetitive portfolio" that will allow it to manage each collaborative agreement separately. Developing a "co-opetitive portfolio", an SME will be able to collaborate with other SMEs within the same industry, with large competitors, as well as take part in various business net-works by seeking to obtain the advantages of each partnership. The finding of this research work agrees with those of Morris *et al*., (2007); McCutchen and Swamidass, (2004).

Roy and Sanou, (2014) examined the effect of coopetition strategy on the improvement of market performance. The focus of the research was particularly on the impact of coopetitive strategy on market performance, compared to the impact of aggressive, cooperative and coexistence strategies. An empirical study is conducted in the mobile telephony industry. The method is a structured content analysis that identifies the strategic movements of mobile operators from different countries and geographical regions. The results show, first, that only three strategies may be identified in the industry: aggressive, cooperative and coopetitive. The results show, second, that the market performance depends on the strategy adopted toward competitors. A coopetition strategy seems to perform better than either an aggressive or a cooperative strategy. An aggressive strategy is more effective than a cooperative strategy.

Morris, Kocak and Ozer, (2012) examined the implication of Coopetition on performance. A strategy that combines cooperation and competition between smaller firms was explored in this paper. A scale is developed and validated for the measurement of this combined approach. The construct is conceptualized as the application of three underlying dimensions to one's competitors: mutual benefit, trust, and commitment. Using these imensions, a scale for assessing the coopetition tendencies of emerging firms was developed and validated. The relationship between coopetition and firm performance is examined based on a study of 647 small firms in Turkey. Theoretical and managerial implications are drawn from the findings.

The study has examined coopetition as a strategy for emerging ventures, identifying unique challenges when smaller firms attempt to collaborate with competitors. Further, the development and validation of a three-dimension scale to measure the coopetitive tendencies of entrepreneurial firms has been summarized. Following exploratory factor analysis, an eleven-

item scale representing mutual benefit, trust, and commitment was produced. The theoretical basis for these dimensions together with a description of their underlying characteristics has also been presented.

Using a large, cross-sectional sample of small Turkish ventures, the findings suggest that some degree of coopetition is not unusual among such firms. In addition, while other studies on inter-organizational relationships have tended to emphasize the impact of trust and commitment on the decision of the firms, the results suggest that coopetitive tendencies are associated with all three of the dimensions. Moreover, these other studies have tended to focus on vertical relationships between organizations, such as in a value-added chain or distribution channel, whereas the current research has concentrated on horizontal relationships.

Moreover, the study proposes a model examining the impact of co-opetition on a firm‘s performance, and identifying three sources enabling the firm to manage co-opetition, *i*.e., network resources, absorptive capacity and relational governance. The model, by defining the notion of co-opetitive performance based on value creation and appropriation, advances current research on co-opetition. The model also draws on multiple perspectives, such as the Resource-based and the Relational Views, to delineate mechanisms through which each of the examined sources affects common and private benefits, and in turn, the firm‘s performance.

Data was collected by conducting a survey among postal operators, users of the IPS standards. To test the hypothesis, several statistical techniques were used, including multiple linear regressions and structural equation modeling (PLS). The findings are original in that they show that firms pursuing a co-opetitive strategy achieve superior performance as compared to the ones pursuing collaborative or competitive behaviors in isolation. This study also concludes that the collaborative and competitive performances among the firms in a co-opetitive network vary and

highlights the need for a firm to develop the appropriate set of resources balancing between these two paradoxical performances.

This research made a unique contribution to the literature of strategy in the area of co-opetition. It advances our understanding about the strategies and mechanisms that firms develop when co-opeting with rivals. It also provides empirical evidence that firms co-opeting with rivals achieve superior performance to firms collaborating or competing separately. The findings have also important practical implications for managers, by providing them with tools to devise the appropriate co-opetitive strategy of the firm and to develop mechanisms to outperform their rivals in the network.

Garcia and Velasco, (2002) examined Co-opetition and Performance: Evidence from European Biotechnology Industry The aim of this study was to explore the impact of co-opetition strategy on business success, especially on innovative competence. We carried out a longitudinal analysis of a sample of European dedicated biotechnology firms which usually take part in collaboration networks characterized for co-opetition dynamics. Due to the fact that they are normally small or medium size, and they are very specialized in a narrow field of biotechnology, DBFs keep upstream and downstream relationships and ties with direct competitors. These strategic alliances provide them critical input (technology spillovers, financing, marketing and other managerial skills, etc.). The study found support for many hypotheses. Cooperation with direct competitors contributes positively and significantly to product lines. This result would confirm the argument of theoretical framework that sees co-opetition as an appropriate strategy.

The effect of coopetition on SMEs performance was also examined by Pereira, Leitao and Devezas, (2008). The research work tackled in an innovative way the issue on co-opetion, by making use of service firms' behavior in generating innovative services, to reveal their

innovative performance and the dynamics of co-opetition targeted at open innovation. For this purpose, the research study made use of a dataset of 1221 service firms that participated in the European Community Innovation Survey (CIS) in 2008. A probit analysis was conducted for Knowledge-Intensive Service (KIS) firms' and 'less-KIS firms' and, the results reveal that co-opetition arrangements between competing firms and scientific community, and also firms' capacity to introduce innovations to the market, have a positive and significant influence on service firms' behaviour to generate service innovations. Furthermore, this study also revealed that the effects of introducing process innovations inside the firm and the existence of internal R&D activities are of major significance for influencing positively the innovative behaviour of service firms.

Belderbos *et al*. (2004) analysed the relation between cooperative R&D and firm performance, focusing on the gains for the competitiveness of the firm derived from efficiency improvements. The findings show a positive relationship between coopetition and firm performance. similarly, Ritala and Hurmelinna-Laukkanen (2009) examined the significant effect of introducing innovations in the market on the innovative capacity of a firm's performance. The study concluded that coopetition develops incremental innovation and performance in current products and services. .

On his part, Granata, (2013) examined co-opetitive strategy as it affects fim performance. The research found that the competitive process offers several opportunities but not without risks. The phenomenon seems to create some limits that co-petitors must overcome. The multiplication of co-opetitive strategies leads to the development of several tensions as the management of several norms, the need of coherence between brands or products positioning, and the

development of the competition between the distribution channels or the co-opetitors. These tensions aren't without risks. For the coopetitors, the aims are to limit their individual flexibility or to create artificially a competition on price. For the initial co-opetitive strategy, it appears a risk of weakening by impacting its reputation or reaching a too high degree of competition within, and consequently setting the conditions of the co-opetition ending. This type of development may compromise the performance of the firms involved in the co-opetition exercise. However, the inability of the research studies to arrive at a consensus conclusions coupled with the fact that such studies were carried out outside Nigeria informed the need for this study so as the establish the effect of co-opetition on small business performance here in Nigeria.

2.5.4 Quality and Performance

The relationship between quality and performance has been empirically studied by a good number of researchers. Dawood, Poulin and Dadgostar, (2007) examined Quality Management: and SMEs performance. The study particularly investigated. Specifically, an instrument was developed and applied at 20 retail/service and 10 manufacturing companies in a distinct region in Canada, to measure managers' practices and perceptions on TQM dimensions. A quality index for each dimension allowed ranking and grouping of these dimensions. Additionally, case study research was conducted with a notable retailer of relevance to the region and Canada, and with a US manufacturing company noted for top-ranking on the top rated dimension-grouping, namely strategy, leadership and continuous improvement. The results suggest that studying managers' perceptions and their practices can contribute significantly to understanding the potential advantages of TQM.

Fakokunde, (2010) studied Quality Control and Improvement Practices and Small business performance. A pilot study was conducted to identify the nature and categories of fast food service providers (small, medium and big) and customers (low, middle and high income) in the zone. A total of 59 outlets were selected for the study, out of 365 outlets operating in the zone representing 16.2%, using quota sampling technique. About 41% of the outlets were small (24), 35% medium (21) and 24% big (14). In addition, 324 members of staff of the sampled outlets and 2,506 of their customers were selected, using quota sampling technique, for questionnaire administration drawn on a 5-point Likert scale. The analytical methods used are stepwise multiple regression analysis, factor analysis and ANOVA. While the stepwise regression analysis was used to analyse data obtained from members of staff, factor analysis was used to analyse customers' responses. ANOVA was used to identify differences in opinions of respondents.

The major results of this study revealed: (i) the existence of eight quality factors (competitive benchmarking; 0.28, systematic inspection; 0.12, quality assurance; 0.18, compliance; 0.12, customer relations; -0.11, teamwork; 0.29, staff resources; 0.18 and motivation; 0.22), which significantly (0.01) influenced patronage/performance of fast food retail outlets; (ii) that four service quality elements (competitiveness; 13.21, empathy/relationship; 9.44, compliance; 9.24 and environmental factors; 9.11) were perceived by customers as influential to their patronage of fast food in the zone, which constitute 41.0% of variance explained of service quality delivery, with the Kaiser – Meyer – Olkin's (KMO) measure of sampling adequacy (0.639) and Bartlett's test of sphericity (659.333) significant at 0.01; (iii) a high level of patronage among respondents; (iv) a very low positive correlation (0.023) between frequency of patronage and perceived quality; (v) that the level of TQM strategies adopted by fast food operators generally falls within average, but not enough to match customers expectations; (vi) the existence of a weak positive

intercorrelation (0.183, 0.178 and 0.161) among the TQM strategies; and (vii) that quality control and improvement practice was not yet a major determinant of the overall performance of fast food businesses in Nigeria. The study concluded that prospects for a reliable and productive fast food culture are most likely to be feasible when a total overhaul of the industry is initiated through a pragmatic total quality control approach.

It is clear that most of the empirical studies have attempted to synthesize different TQM practices into a meaningful set of critical TQM dimensions. Rahman and Sohal (2002) reviewed and classified TQM research in Australia between 1985 and 1999, and found that 65% of the studies investigated TQM practices through identifying TQM dimensions. The others were more concerned with organizational performance and the existence of TQM practices. However, it was not until recently that critical TQM dimensions were revealed in any coherent way (Chow, and Lui, 2001). For example, Saraph, Benson and Schroeder, (1989) synthesized the different TQM practices from the literature, first identifying the various components of TQM practices and then clustering the components to arrive at the eight dimensions of TQM. These results were then verified through tests of content validity, construct validity, and criterion-related validity and, they claimed, the dimensions allowed a reliable measure of TQM. Likewise, Tamimi (1995) attempted to simplify Deming‟ s 14 points of TQM into a more structured form. From a total of 50 quality practices found in the literature, he also identified eight dimensions using exploratory factor analysis. Black and Porter (1995) modified the method of Saraph *et al*. by using the 1992 Malcolm Baldrige National Quality Award, and came up with 10 dimensions.

Banker and Hwang, (2005) examined the Relative Importance of Measures of Past Performance. Motivated by hypotheses derived from an adverse selection model, the paper evaluated the

relative weights on different quality signals in online auction markets for accounting services in the buyer's assessment of service provider quality. It identified various alternative quality signals about accounting service providers who bid on bookkeeping and tax service projects posted at an e-marketplace. The paper observed that signals based on the service providers' past performance have a significant impact on the buyers' award decisions and the service providers' subsequent success in a competitive market place. The results also indicate differences in the relative importance of different types of signals depending on whether the projects are for tax or bookkeeping services. The results support theoretical predictions that signals pertaining to service providers' technical competence, such as professional certification, are more important for tax services than for bookkeeping services, whereas signals pertaining to service providers' quality in interacting with clients are relatively more important for bookkeeping services than for tax services.

Islam and Siengthai, (2009) studied Quality of Work Life and organizational performance. The exploratory study on the influence of workers Quality of Work Life (QWL) on job satisfaction and organizational performance is hypothesized to directly or indirectly influence organizational performance. A questionnaire survey was undertaken within the EPZ enterprises with non-managerial employees who are mainly involved in the production process. A simple random sampling method was used and about 216 sample responses were returned and usable. Data were analyzed using descriptive statistics, chi-square test and regression analysis to test the formulated hypotheses and the significance and reliability of the findings. The findings suggest QWL, although, is positively related to organizational performance but it is not significant as hypothesized. However, there is a positive and significant relationship between QWL and employees' job satisfaction. Finally, conclusion and policy implications are given.

Mehmet, Koh, Tatoglu and Zaim, (2006) examined TQM and market orientation's impact on SMEs' performance. The principal aim of this study is to determine the impact of market orientation (MO) and implementation of total quality management (TQM) on organizational performance of SMEs. Based on theoretical considerations, a model is proposed linking the MO and TQM constructs to the organizational performance construct. Exploratory and confirmatory factor analyses empirically verified and validated the underlying dimensions of MO, TQM and organizational performance. Structural equation modeling was employed to test the model drawing on a sample of 141 SMEs operating in the Turkish textile industry. Result of the data analysed reveals that, while MO has a strong and positive impact on the extent of TQM implementation, it has no significant impact on organizational performance. Similarly, a strong and positive relationship was noted between the level of TQM implementation and organizational performance. It has also been found that the MO has a positive and significant impact on organizational performance through only a mediating role of TQM implementation. Practical implications – SMEs should consider TQM as a facilitating management tool for improving organizational performance in relatively more dynamic environments. Market-oriented SMEs may not realize an increased performance gains with a successful MO implementation but, when TQM is implemented alongside MO, better financial performance can be achieved.

Fening (2012) studied the Impact of Quality Management Practices on the Performance and Growth of Small and Medium Sized Enterprises (SMEs). The Purposeof the study was to investigate how the implementation of quality management practices will impact on the performance and growth of small and medium sized enterprises (SMEs) in a developing country, Ghana. The study employed quantitative approach and the survey method of collecting data was used. The questionnaire was administered through the face-to-face interview. A sample of 200 small firms that employ not more than 50 workers within the metropolis of the capital, Accra was selected and interviewed. This study has revealed that quality management when

implemented and practiced in Ghanaian small businesses will improve the performance of these businesses and help in the growth of SMEs. Quality it is said helps a firm gain competitive advantage; therefore the practice of quality management will help Ghanaian products gain competitive advantage over foreign products. This study has demonstrated that Ghana owner managers believe quality management is a key-contributing factor to firm growth and performance. The study also finds support for the argument that quality management practices improve organizational performance both in large and small businesses and in any part of the world. The study has demonstrated that Ghanaian owner managers believe that quality management is a key-contributing factor to firm growth and performance.

Wang and Chen (2010) studied the Effect of the link Total Quality Management and Market orientation performance. The study considered it critical that the managers understand and design strategies to obtain a greater hotel performance. It adopted Input-processing-output (IPO) to construct concept model. The research surveyed a sample of 588 and analyzed using Structural Equation Model. The analysis results show that TQM affects positively hotel performance. Market orientation affects positively hotel performance. Market orientation has the mediating effect between TQM and hotel performance. Since TQM or market orientation positively affects hotel performance. The hotel should consider TQM or market orientation as a facilitating management tool for improving organizational performance.

Equally, Zailani, Din & Wahid, (2008) examined the Effect of Internal Measures of Service Quality on Business Performance. This study focused on how internal service quality can affect the performance with the objective to investigate the effect of internal measures of Service quality on

business performance in Malaysian hotel industry and also to validate the model INTQUAL developed in Malaysia. Data were gathered from 61 hospitality providers in Penang state.

The study was an attempt to statistically identify whether the level of internal quality of a hotel is positively related to their business performance. Adaptation of INTQUAL model developed by Caruana and Pitt (1997) for internal service quality measurement was sought as an underlying model to establish the construct of the study in Malaysian perspectives particularly in the hotel industry. The study findings supported the hypotheses that there is positive relationship between internal service quality in the hotel and their business performance. The study opened opportunity for the hotel management to plan and test all aspects of their operation activities through internal service quality management check list.

Ramsaran, Fowdar and Vanisha Oogarah-Hanuman (2010), Examined the Relationship between Market Orientation, Service Quality and Business Performance – The case of stockbrokers in Mauritius. The paper explores the relationship between market orientation, service quality and the business profitability of stockbrokerage firms when serving their valuable customers. A sample of 20 stockbrokers and managers was interviewed over a two-month period. The findings imply that stockbrokerage firms in Mauritius provide excellent service quality to their clients, are market oriented and perform better than average with at least 56% of return on assets. This finding supports the hypothesis that excellent service quality and market orientation bring good business performance.

Hajjat and Hajjat, (2014), investigated the Effect of Product Quality on Business Performance. The purpose of the research was to assess the effect of product quality dimensions on organizational performance in some Arab companies. Two latent constructs were developed to represent the value delivered by product dimensions, intrinsic and extrinsic value, and two others to represent organizational performance, internal and external. A model was developed to

illustrate the product development stages from conception to distribution. A questionnaire was also developed, refined, and tested and was used in collecting data from 198 managers from various companies. Data was analyzed using structural equation modeling techniques in order to provide supporting evidence to five hypotheses regarding the latent structure of the relationship between product quality dimensions and organizational performance. Results support the hypotheses and clearly demonstrate that: first, value delivered by product quality dimensions is composed of two components, extrinsic and intrinsic value; and second, organizational performance is composed of two components, external and internal performance. Results also showed that the effect of extrinsic value is more on external performance than internal and that the effect of intrinsic value is more on internal performance than external. The importance and contribution of the present research are demonstrated in the following: first, a model for the product development stages is proposed in which functional responsibilities in each stage are assigned, second, product quality dimensions are reified for the first time and the underlying structure for the relationship between these dimensions and organizational performance is explicated, third, a data collection instrument for the purpose of measuring product quality and organizational performance is proposed (will be furnished upon request), finally, the present research provides managers with a guiding light as to which product dimensions are most important for improving their organizational performance.

Dadoa, Petrovicovaa, Cuzovicb and Rajicc, (2011) examined the Relationships between Service Quality, performance and Behavioral Intentions in Higher Education Setting. The main aim of this study is to examine the relationship between service quality and customer satisfaction and their impact on behavioral intentions in higher education setting in Serbia. Two competing models, revealed during the literature review, have been tested on a sample of Engineering

Management students by means of structural equation modeling, performed via LISREL 8. Results of the study indicate that satisfaction is influenced by service quality and directly related to behavioral intentions, thus offering support for Oliver's (1999) cognition-affect-conation sequence of causal relationships in loyalty formation. The researcher identified the Implications of the study and outlined the study's limitations and directions for future research are outlined.

Kanji and Yui (1997, took a different approach in his study and compared corporate cultures of Japanese companies and UK subsidiaries of Japanese companies that have implemented TQM. The authors defined the range in the characteristics of companies that have effectively implemented TQM in the two countries. Poza *et al*. (2001) added to this view by exploring the impact of cross-cultural differences on the facilitating effects of corporate culture on the implementation of TQM. They studied 133 manufacturing companies in the USA, Switzerland and South Africa, and concluded that the principles were robust but must be adapted to take into account ethnological and cultural differences.

Garvin (1988) suggested that the dimensions of quality affect quality practices and performance while Zhang, (2001) argued that quality must be viewed from different perspectives to address diverse quality dimensions effectively, since managers‟ quality perspectives expand or limit their practices. The theoretical framework of the Douglas and Judge's (2001) study was based on the assumption that the actual practices of quality are clearly associated with their perspectives of quality. Hence the successful firms are more associated with an integrated implementation of quality concept (i.e. integrated quality dimensions, perspectives, and practices). In summary, the reviewed literature indicates that TQM is a potential source of competitive advantage.

2.5.5 Promotion and Performance

Promotion is considered as one of the important elements in the marketing activities. In fact, promotion is a communication link between a business and its customers (Ward, 2009). Particularly, promotion is one of the early communicative activities which are directed towards the target audience so as to influence their attitudes and behaviors (Bagavathi, 2007). Thus, the uniqueness of promotion's role in business performance is because of its influence on the behavior of the target audience (Kurtz, 2010). The most important thing an entrepreneur does in the first phase of his/her marketing process is to introduce (promote) the offered value of his/her business to everyone (Beri, 2006). A good number of writers and researchers have empirically investigated the place, role and the impact of promotion in marketing with some studying its effects on business performance.

Kolabi, Hossein and Farsi, (2012) examined Entrepreneurial Promotion Mix via Innovative and its effect on performance. The study used the qualitative-quantitative approach. In the first stage, data were collected using the content analysis techniques and exploratory and semi-structured interviews and putting open questions to 11 entrepreneurs and active senior marketing managers in the food industry of Iran and thus, the entrepreneurial marketing mix elements were obtained. In the second stage, data was collected using the quantitative approach through distributing questionnaires to 77 major entrepreneurial firms in the food industry. The research study identified promotion mix in entrepreneurial enterprises to include: judo promotion, click-and-brick promotion, guerilla promotion, word of mouth promotion, viral promotion, communicative marketing and customer lock-in promotion, and network marketing promotions which are implemented with an innovative approach. Findings of this field of study also indicate that the entrepreneurial promotion mix is rooted in marketing communications. In entrepreneurial

enterprises, this is not done by the enterprise alone, but the customer groups participate in this process through using their personalized and public social networks. Hence, the customer should be considered an important factor and an active member in disseminating the positioning theme of a company in all phases of production and distribution.

The performance of entrepreneurial promotion is mostly formed based on words of mouth communications and developing relations with customers. Entrepreneurs and the owners of new businesses have experienced that using such an attitude is much cheaper than the other standard methods, including advertisements. Moreover, entrepreneurial businesses sometimes focus their activities on presenting their products in the Niche Market, which is ignored by large companies. In some cases, the target audience will not be informed about such markets via media such as television, etc. Thus, the entrepreneur has to choose the correct promotion mix; one that he/she could deal with, and would be effective in achieving his/her objectives. This mix should be carefully integrated and mutually enhanced.

The study also found out that many factors influence the entrepreneurial promotion mix; including the features of each technique used by entrepreneurs, the product characteristics, and the purchasing decision stage of the customer. The entrepreneur has to know that the target audience affects the combination of the promotion mix. With the presence of money and time, target audience may become the firm's future customers. Hence, if the entrepreneur intends to attract the target audience, he/she should direct the promotion mix towards customers in order to motivate them to demand the product from the distribution channel. The study showed that the practical promotion mix in entrepreneurial businesses is: judo promotion, click-and-Brick promotion, guerilla promotion, word of mouth promotion, viral promotion, communicative

marketing promotion and customer lock-in, and network marketing promotion. Each of the elements of the entrepreneurial promotion mix -introduced in this study is different from those mentioned in previous studies.

Ahmad, Ramayah, Wilson and Kummerow, (2010) investigated the effect of Entrepreneurial Marketing Approaches to Promotion and performance. The emphasis of the study was on 'Ten perceptions of disclosure in buzz marketing. The study found that EM pertaining to promotion is based on word-of-mouth communication and recommendation to develop a customer base. It argued that this approach may be more cost-efficient than classical advertising. In addition, EM aims at target groups that are often not accessible via TV or print. It is grounded on the exponential diffusion of communication contents. Because the communication is distributed not by the company, but by the customers themselves, using their private or professional networks, the customers need to have a high involvement in the product in order to spread the message (Ahuja et al., 2007).

The study identified the three best-known and momentarily most successful forms of EM in terms of an entrepreneurial approach to promotion. They are guerrilla marketing, buzz marketing, and viral marketing. These three forms are partially overlapping, since they are all based on the concept of word-of-mouth marketing. (Ahuja et al, 2007).

Kraus, Harms and Fink, (2010) also investigated Entrepreneurial marketing and performance of new Ventures. The study particularly discusses an alternative conceptualization of Entrepreneurial Marketing that can be understood as marketing with an entrepreneurial mindset. It argued that promotion, a conservative approach to marketing might be to use classical communication channels (print, TV) with commonplace text and images in reaction to a

competitor's campaign, with their own campaign being paid fully by the firm. It is argued (Inalegwu, 2014) that promotional methods in entrepreneurial enterprises are rooted in the marketing communications and the way they are diffused. They referred to three major types of marketing which had attitudes toward the promotional performance in enterprises. These attitudes include: Guerilla Marketing, Buzz Marketing, and Viral Marketing. They mentioned some characteristics of these approaches, while our principal contribution is that we acknowledged some other types of marketing approaches which have new characteristics, as new entrepreneurial promotion stand points of view. According to these authors, an entrepreneurial approach to marketing would use innovative communication channels (e.g. Internet, mobile marketing) or use classical channels in an innovative way with new content, and would be ahead of the competition in doing this. It argues that the communication strategy makes use of resources that are external to the firm, such as word-of-mouth from customers. The authors concluded that Guerilla Marketing, Buzz Marketing, and Viral Marketing are important promotional elements adding that all of them have attitudes towards promotional performance.

Morris, Schindehutte, and LaForge, (2002) carried out an investigation on "Entrepreneurial Marketing construct on marketing performance perspective. Findings show that there are numerous ways of creating and disseminating the positioning theme of a business, all of which are based on the standard marketing principles of large, fixed companies. The authors opine that the owner of a business can choose the most effective method, based on the nature of what he/she is doing. The study identified the most common promotional methods preferred by most of the enterprises, whether entrepreneurial or not, as public relations, sales promotion, personalized sales and direct marketing. It argued that each of these promotional techniques has its own strong and weak parts, and each one can play an essential role in achieving promotional

objectives. For instance, advertising is paying money from a known sponsor to a media to present some information about the firm, product or service to the target audience. Public relation is also a kind of communication used to establish a positive image of the company, product/service or people, through using non-paying types of communication.

In another study, DelVecchio, Devon, David and Freling, (2006) exmined the effect of sales promotion on post-promotion brand preference and firm performance. The study identified other promotional techniques including sales promotion: short-time depreciation of the product's value in order to motivate the customers to purchase the product or service. The inability of the research studies to arrive at a common finding has prompted the need for this preennt investigation.

2.6 Theoretical Framework of the Study

Although EM fits with a number of theoretical foundations, it is especially consistent with the Resource-Based View (RBV) theory of the firm and the Resource-Advantage (R-A) theory (Aliyu, 2014). The two theories were used to underpin this study with a major focus on how a firm resource or knowledge develops and affects its performance (Kanyabi & Devi, 2012). The decision to use more than one theoretical framework in this study is premised on ensuring that any weakness that may emanate from any of the theories used, it will be covered by the strength of the other theory (Igbe, 2014). Similar research studies including: Babajide, (2011) Ringim, (2012), Aliyu, (2014), Yahya, (2014) etc, all used two theories in their studies for the same reason.

The RBV of the firm which was first coined by Birger Wernerfelt in 1984 (Yahya, 2014) attempts an explanation of the relationship between the firm resources and sustenance of modest

advantage of superior firm performance (Ringim, 2012) and provides a theoretical ground for the assessment of the firm's specific factors that affect their performance and if any of these factors is lacking the performance of the firm will be affected (Aliyu, 2014). It describes a firm as a unique bundle of tangible and intangible resources (assets, capabilities, competencies, organizational processes, firm attributes, information and knowledge and so forth) that are controlIed by the firm (Barney, 1991). These resources enable a firm to implement strategies designed to improve its efficiency and effectiveness (Barney, 1991). The resource-based view suggests that valuable firm resources are usually scarce, imperfectly imitable and lacking in direct substitutes. **A** firm's resource must have four attributes: 1) it must be valuable; 2) it must be rare among a firm's current and prospective competition; 3) it must be imperfectly imitable; and 4) it cannot be substituted for strategically equivalent resource (Barney 1991).

According to the Resource- Based View theory, organizations can have competitive advantage through the development of resources that are peculiar and diversely distributed (Aliyu & Mahmoud, 2014). The RBV does not have a single accepted definition, hence, the term resources and capabilities are used interchangeably (Aliyu, 2014). It holds much promise as a framework for understanding strategic marketing issues. Similarly, understanding a firm's resource-base is central to effective positioning.

There is a controversial issue on whether the resource-based view should be recognized as a theory (Priem and Bulter 2001). While some researchers applied the "Resource-Based Theory" in their studies (Andersen and Kheam 1998), some conservative academics just use the term "Resource-Based View (RBV)" and regard it as a potential theory (Barney 2001) arguing that many RBV studies are not empirically grounded (Conner 1991). This study however aligns itself

with some other empirical studies like Barney (2001) that constitute direct tests of the resource-based theory.

R-A theory on the other hand is an evolutionary, process theory of competition in which each firm in an industry is a unique entity in time and space as a result of its history (Almansour, (2012). The theory defines resources broadly to include such phenomena as organizational culture, knowledge, and competencies, and argues that many of these non-economic resources are replicable rather than scarce. It is a theory that clearly allows both for conventional approaches to marketing and for entrepreneurial marketing. Consistent with the dynamics of competition under R-A theory, marketing can facilitate the ability of firms to create new resources and greatly enhance the productivity of current resources (a) through the various leveraging approaches mentioned earlier and (b) by championing innovation in the form of new combinations of resources. Sustainable innovation lies as the heart of the R-A theory of competition, and this implies a role for marketing in providing both leadership and support for an innovation portfolio within the firm. Such a portfolio includes an array of product, service and process innovations reflecting different degrees of innovativeness and risk. Further, the ongoing seeking of new markets in which the firm's resources provide comparative advantage would be a core role for marketing in the context of R-A theory. Moreover, under R-A theory, firms must learn and then adjust when their resource portfolios result in positions of competitive disadvantage. It would seem that, in such circumstances, a firm must be able to exhibit strategic flexibility, again, justifying marketing role as a conduit for enhancing such flexibility.

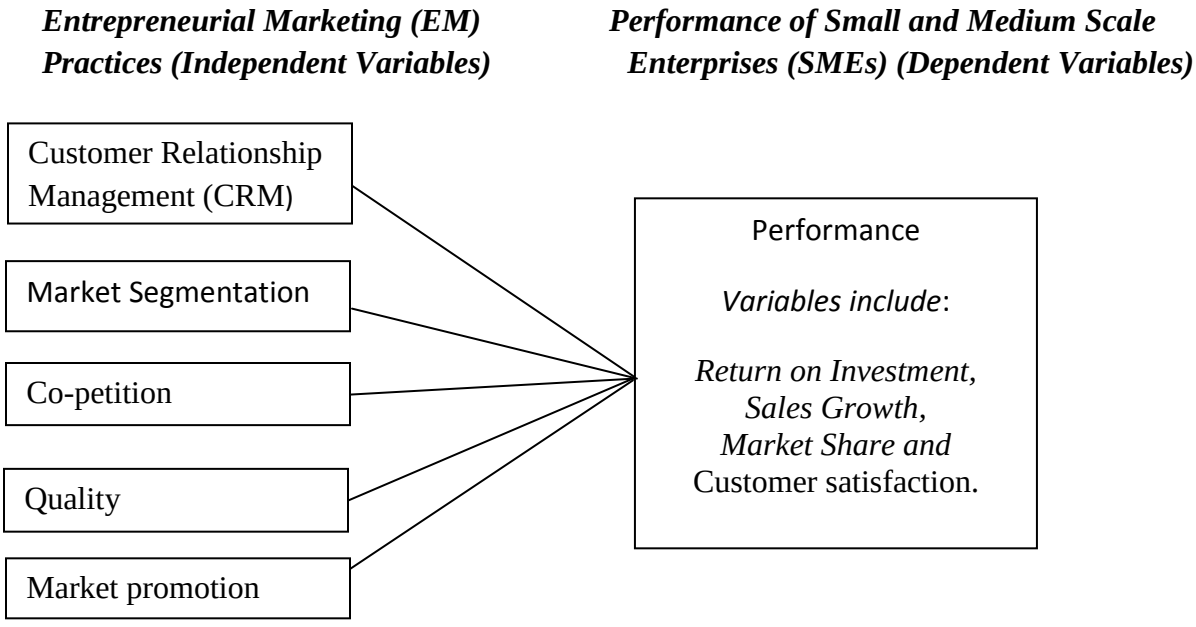
Competition is also defined in R-A theory as a knowledge discovery process. The competitive interplay of firms results in marketplace positions that reflect the relative efficiency and effectiveness of each entrant, which in turn allows firms in disadvantaged positions to learn

where they need to acquire additional resources or to use existing resources more efficiently/effectively. The firms therefore, are motivated to neutralize and/or leapfrog advantaged competitors by better managing existing resources and/or by acquisition, imitation, substitution, or major innovation. It is clear that all the performance variables in the study have a direct linf to the theories as their success of failure is directly a function of availability and management of resources.

2.2.2.6 Model of EM practices

This research work aims to establish the effect of EM practices on the performance of SMEs in Makurdi metropolis in Benue state of Nigeria. This study therefore used RBV and R-A theories to ancor the relationship between the variables of EM practices and performance of SMEs as shown in the framework below:

Figure 2.1 Model of EM practices



Source; All measures of EM Practices and business performance variables were drawn from the literature and researcher's interaction with SMEs managers (2015).

2. 7 Summary

This section presented a review or literature related and relevant to the research topic under investigation. The section started with the conceptual framework where relevant concepts (Marketing, Entrepreneurship and Entrepreneurial Marketing) were defined and clarified. This was followed by a presentation of the Model of EM practices. A presentation of empirical literature was next where research works relevant to the study under investigation were revealed and presented.

The review of literature for this work provided a realistic documentation of the quality, quantity and variety of work already done. The section provided a pre condition that enables the researcher identify the strengths, pitfalls, and the weaknesses in earlier studies reported.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter examined the research design, methods of data collection and analysis. The chapter highlighted the organization and design of the questionnaire, the data collection instrument employed in the investigation, the administration of the instrument as well as their reliability and validity. Finally, the chapter examined the different techniques used to test the hypotheses outlined in chapter one.

3.2 Research Design

A good research should have a careful sampling, precise measurement, and sophisticated design and analysis in the test of hypotheses derived from tentative general laws (Beri, 2006). In line with the above submission, this study made use of Cross- sectional design and employed the survey method in obtaining the needed data. Given that the study focused on the Effect of Entrepreneurial Marketing Practices on the performance of SMEs, the survey method is considered more appropriate to realize the goal of the research exercise. The choice of the survey method is consistent with Hair, Money, and Samuel & Pages' (2007) submission that such a method is usually interested in the assessment of the characteristics of the population of study. Beside, the survey research design also helps to evaluate the implications and interrelationship of the dependent and independent variables of the study (Chinedu, 2013).

3.3 Study Population

The population of this study consisted of the entire SMEs operating in Makurdi metropolis of Benue State, Nigeria, which numberd about 1,102, (the State Ministry of Commerce and

Industries (2014), National Association of Small Scale Industries (NASSI, 2014), Researchers snowbell sampling, 2014), offering various products/services to the general public. Most of the SMEs existing in Makurdi metropolis operate as family/sole proprietorship businesses and are generally classified into commercial, industrial and agricultural categories depending on their activities. Commercial SMEs however constitute more than 90% of the entire number (Benue State Ministry of Commerce and Industries, 2014). The population of the study therefore covers the entire SMEs in the study area.

3.4 Sampling

A sample is a smaller set of cases a researcher selects from a larger pool and generalises to the population (Neuman 2006). Crewell (2012), defined a sample as a sub-group of targeted population that the researcher plans to study for generalizability about such a target population. In other words, a sample represents a segment out of the total whole which is selected to represent that whole. Reasons for using sample includes; the impossibility of collecting data and information from each population; studies using a sample rather than the entire population are likely to produce better and reliable results; fatigue is reduced and fewer error in data collection (Sekaran & Bougie 2010). Sampling is a "process of selecting a sufficient number of elements from the population so that by studying the sample, and understand the properties or characteristics of the sample subjects, it would then be possible to generalize the properties or characteristics to the population elements" (Sekaran 2003). The sampling process in this research study is divided into a number of steps: defining the population, selecting the sample frame and unit, choosing the sampling technique, deciding on the sample plan, and determining the sample size (Neuman 2006).

In line with Szirmai, Naude and Goedhuys's (2011) submission, various SMEs were included in this sample to generalize beyond particular industries to the final population of SMEs so as to produce unbiased final results and to accommodate for the nature of this study. The respondents were SMEs owners/managers or their representatives who were key informants. This decision to that effect was based on the fact that SMEs managers' values and philosophies influence their firms' strategic direction, marketing practices and businesses performances. This class of respondents tends to provide reliable and objective data (Geroskin & Machin, 2013).

3.4.1 Sample size,

The best sample size depends on the degree of accuracy required, the degree of variability and diversity in the population, and the number of different constructs examined simultaneously when analyzing data (Neuman, 2006). This study made use of 570 samples comprising SMEs from all the sectors that operate in the study area. Reasons for sampling the study population includes; the impossibility of collecting data and information from each member of the study population. Beside, Sekaran & Bougie (2010) opine that studies using a sample rather than the entire population are likely to produce better and reliable results; fatigue is reduced and fewer error in data collection.

3.4.2 Sampling Technique and Process

The sampling process in this study involved defining the population, selecting the sample frame and unit, choosing the sampling technique, deciding on the sample plan, and determining the sample size which is in line with Neuman, 2006, (2006) submission.

The initial respondents were identified using the list of SMEs obtained from the State Ministry of Commerce and Industries (2014) and the National Association of Small Scale Industries

(NASSI, 2014). Thereafter, snowbell sampling technique was applied to the list of SMEs received from the above indicated sources. Snowbell sampling involved requesting members of the study population to identify names and business premises of their members who were not captured in the process. This type of sampling is often used to obtain the needed samples from the study population especially where there is no adequate list which can be used for sampling frame (Aliyu, 2014). Since this study suffered from accessing a comprehensive list of SMEs from the sources contacted, it made use of snowbell sampling technique as the way out. The snowbell sampling technique was applied first to the initial respondents from the list of SMEs from the State Ministry of Commerce and Industries and the National Association of Small Scale Industries (NASSI). They numbered 881. Thereafter, the respondents assisted the researcher to identify 221more SMEs operating in the study area but not included in the initial list collected. As already explained above, this procedure was chosen because the researcher was unable to find a comprehensive list of all SMEs from state ministry of commerce and industries and the National Association of Small Scale Industries (NASSI) database of SMEs. The practice and process assisted in identifying 221 more SMEs in the study area that did not make the initial list but were qualified for the study. This development gave rise to the final list of 1102 SMEs that the study made use of.

3.4.3 Sample Size Determination

To select an optimum sample size for any study, Roscoe (1975) emphasizes that between 30 and 500 will be quite suitable and appropriate. Green (1991), however, argues that an optimum sample size for any research work is based on the number of independent latent variables in the conceptual model. Bartlett, Kotrlik, and Higgins (2001), recommend that such a sample should be five to ten times more than the number of independent constructs for multivariate research. A

sample size in a range of 150 to 400 is suggested considering the complexity of the model, missing data, and error variance of questions and items (Hair et al. 2011; Manning & Munro 2007). In order to assess the effect of EM practices on the performance of SMEs in Nigeria, firms in the sample originate from Makurdi metropolis and also operate on a full-time basis.

In determining the sample size for this study, Systematic sampling and simple sampling techniques were adopted to select 285 respondents from the total population of 1102 SMEs using Kriecie and Morgan's (1970) table for determining sample size for a finite population (see Appendix "1" and "2" attached).

However, as a deliberate effort to minimize errors in sampling, effectively take care of the non-response rate issue as well as ensure high sample size, the sample size was doubled or multiplied by two as submitted by (Aliyu, 2014). Therefore, 570 samples (that is 285 x 2) was the determining factor for the total number of questionnaires that were finally administered. This is in line with Alrech and Settle's (1995) submission that lower sample size has the tendency to attract higher errors. The author argues further that higher samples are more prone to accurate results.

Respondents views were broken down into responses of A = strongly agree, B = Agree, C = Neutral, D = Disagree and E = Strongly Disagree. The responses were made variable to create room for variations in respondents opinions as the perceive the situations put across to them.

3.5 Source of Data collection

Data needed for this study was collected from the primary sources which Valos and Bednall, (2010) defined as data gathered and assembled for a research project at hand. A self – administered questionnaire strategy also called drop off and pick procedure was then used as the data collection method for the study.

3.6 Instrument for Data Collection

The instrument used to collect primary data for this research is the questionnaire. Moody, (2012) defines questionnaire as any written instrument that produces respondents with a series of questions or statements to which they are to react either by writing out their answers or selecting from amongst existing answers. Hair, Money, Samouel and Page, (2007) stressed that a questionnaire is useful when the research questions indicate the condition for relatively structured data and when data needed from samples is a representative of a defined population as in this study. The design of the questionnaire is therefore very important in business research and influences the structure and content of the questionnaire survey affecting its accuracy and relevancy (Zikmund 2003).

In this study, the concepts and constructs involved in the questionnaire and the relationships being investigated were made clear and also serve as a guide to the questionnaire design process. The survey questionnaire for this study had its questions and items worded both positively and negatively as the situation demanded to minimize the tendency of mechanically circling the points at the end of the scale. The questionnaire was designed in sections and the questions were made relatively simple, precise and concise to create room for easy understanding by respondents. At the start of each section, a brief explanation was supplied in an attempt to offer participants better insight into each question and to improve the high quality of data collected. The survey questionnaire was developed in simple English language to ensure easy understanding by respondents. It consisted of three sections (1. demographic information, 2. independent variables and 3.dependent variable).

The layout of the questionnaire was also made very simple to encourage meaningful participation by the respondents. The questions were as concise as possible with care taken to

the actual wording and phrasing of the questions. This is in line with Emaikwu's (2011) *submission that the appearance and layout of the questionnaire are of great importance in any survey where the questionnaire is to be completed by the respondent. The questions were close ended (Questions with optional answers), open ended (questions with no answers), Multiple-choice questions (Questions with multiple answers) and Five-point Likert scale type questions.*

3. 7 Procedure for Data collection

In order to have the completed questionnaires returned within the shortest possible time, this study adopted the hand delivery and collection method (also referred to as drop and collect). Aliyu, (2014) opines that the hand delivery and collection method suits the peculiarity of Nigerian SME owner/managers and it is anticipated to save time, ensure clarification of doubts and misunderstood concepts and produce a high response rate. The hand delivery and collection approach is a good strategy in settings like Makurdi metropolis where a sound research culture is not recognized. Empirical evidence shows the rate of return of postal questionnaires in Nigeria is very low as the response rate is between 3 percent and 4 percent respectively (Asika, 1991; Ringim, 2012).

Though the self-administration of questionnaires adopted for this research is costly especially when compared to a postal survey; notwithstanding, the researcher favors it because of its outstanding benefits. One of such benefits is that the researcher can collect the entire completed questionnaire within a short period of time. Another benefit is that, the researcher was on hand to give additional explanation on items that needed clarification by the respondents. Above all, the researcher succeeded in persuading the respondents to take part in the survey and give their

sincere opinions where resistance was noticed in line with the submissions of Sekaran and Bougie, (2010).

3. 8 Validity and Reliability

One important way of ensuring that researchers use the right instruments and have taken correct measurement is to ensure that the research outcome is in consonance with the two major criteria for measuring quality which are validity and reliability (Aliyu, 2014). Reliability and validity are the basic principles of social research. An adequate measurement process needs to be reliable and valid. Researchers are expected to ensure that they use the right instruments for their studies and should further ensure that such instruments are valid and reliable so that they can achieve realistic outcome from their research undertakings.

To achieve good result in a research study, data collected and instruments for collection should be Reliable, Valid, dependable, consistent and reasonably stable over time, and across investigators and methods, which is similar to the concept of quality control that typically rests with replication and yields consistent results if the study is performed on a different subject sample (Cooper & Schindler 2003; Sekaran, Robert & Brain, 2001; Zikmund 2003). A good research quality should be tested by the reliability and validity of the research instrument (Chinedu, 2013) to establish credibility and believability (Zikmund 2003).

A good number of attempts were made to ensure that the instruments used for data collection in this study are both valid and reliable by minimizing bias, to ensure the reliability, and to improve the validity. Such attempts included a careful examination of existing literature and research. Furthermore, it will also help to ensure the appropriateness of the scale used in the study.

3. 8. 1 Validity of Research Instruments

Validity refers to the degree to which a research instrument measures what it attempts to measure that is, the ability of scale or instrument to measure what it is required to measure (Zikmund 2003) and the integrity in which constructs are generated (Bryman 2003). More technically, a valid measure of a concept is one that is (1) closely related to other apparently valid measures; (2) closely related to the known or supposed correlates of that concept; and (3) not related to measures of unrelated concepts (Emaikwu, 2011). A good measure of one's current age should correspond to the age calculated from his birth certificate.

In this study, efforts were made to ensure that the instruments used are valid enough to measure what is supposed to be measured.

3. 8. 2 Reliability of Research Instruments

Reliability refers to the ability of a research instrument to produce consistent results (Emaikwu, 2011). It also means that a measurement procedure yields consistent or equivalent scores when the phenomenon being measured is not changing (Yahya, 2014). It is a necessary but not a sufficient contributor to validity (Cooper and Schindler, 1998). A good reliability should minimise errors and biases (Zikmund 2003) and demonstrate operations that data collection procedures under identical or similar conditions can be repeated by achieving the same results (Neuman 2006). If a measure is reliable, it is affected less by random error or chance variation than if it is unreliable. Reliability is a prerequisite for measurement of validity: This implies that the result of the phenomenon being measured must be consistent. Miller and Kirk (1986) argue that the stability of observations over time is different from the stability in the same timeframe and warned about the case when multiple respondents give monolithic and party-line answers.

To ensure the reliability of data collection instruments in this study, this research aligned itself with Chinedus' (2013) submission that taking the number of items in the questionnaire and the characteristics of respondents, the value can verify the reliability of the tests. In addition, grammar and other spelling errors were checked using language and measurement professionals. Based on the findings of the pretest and comments of language and measurement experts, certain amendments were made on the questionnaire (where necessary) and lastly by giving the necessary orientations to respondents, the reliability of the questionnaire was enhanced. Finally, the instrument was subjected to scrutiny by members of my doctoral supervisory team, professional statisticians and research experts from Ahmadu Bello University Zaria, Benue State University, University of Mkar and SMEs managers so as to establish the validity of the instrument. Objective comments and observations arising from the questionnaire were corrected on the final draft of this work. This is in line with Chinedu, (2013) submission that establishing face validity alone is not adequate for instrument of this nature.

3. 8. 3 Reliability Test (The Cronbach's alpha)

Shehu and Mahmood, (2014) opine that the most popular test of inter-item consistency and reliability in any research study is the Cronbach's (1951) coefficient alpha. According to Pedhazur and Schmelkin (1991), Cronbach's alpha estimates the degree to which the items in a scale are a representative of the domain of the construct being measured. Cooper and Schindler, (1998) describe it as the most common method of ensuring reliability for a multi–item scale measurement Based on the above submission, Cronbach's alpha coefficient was used in this study to measure the internal consistency as a verification of the reliability of the composite items comprising each scale for each construct.

According to Sekaran and Bougie's (2010) standard, an instrument with a coefficient of 0.60 is regarded to have an average reliability; whereas a coefficient of 0.70 and above shows that the instrument has a high level of reliability. The instrument used in the study is reliable, since result of the test conducted shows that all item averaged 0.8795, which is acceptable since they fall above the cutoff value of 0.5 (Shehu, 2014).

3. 9 Method of Data Analysis

Quantitative research approach was adopted for this research study as recommended by Sekaran, Robert and Brain, (2001). Similar previous studies that employed quantitative research method include: Kheng, June and Mahmood (2013), Shehu (2014) Aliyu, (2014) and Yahya, (2014).

The decision to use quantitative research design method is also justified on the ground that the study solicited responses from a large number of respondents. *A quantitative research refers to the systematic investigation of scientific or mathematical properties and their relationships.* The responses from the sample vary and some responses were grouped together in order to arrive at percentages and figures as the statistics. *It was used in this research to study the relationships on effect of entrepreneurial marketing practices on the performance of SMEs in Nigeria. The decision to adapt the quantitative analytical approach for this research study is based on the fact that it increases the statistical reliability of the results (Yahya, 2014). This implies that the results can be projected to the population. D*ata collected for this study was processed via editing, coding, etc, before presenting same for analysis. Thereafter, the data was analyzed, using both descriptive and inferential statistical techniques.

Descriptive Statistics, a statistical tool that is used to describe and summarize information and raw data about basic patterns in the population and sample was used in the research study.

Descriptive statistics are useful to gain a better understanding of data but are not appropriate to provide useful information on research situations and multiple relationships between many latent variables (Sekaran 2003). Inferential Statistics on the other hand, is a statistical tool for analysis that is concerned with the interference and judgment of information about the level of confidence in the population on the basis of a sample (Neuman 2006). It is useful to test hypotheses and conceptual models about the relationships in the population on the basis of measurements made on samples (Ticehurst and Veal 2000; Sekaran 2003).

In addition to the descriptive statistics, Inferential Statistics *including correlation and regression was used to analyze the data.* To assess the effects of Entrepreneurial marketing practices on the performance of SMEs, standard multiple regression analysis using SPSS version 20.0 was used.

Regression analysis was used for this study. It is considered a more appropriate technique for this type of analysis because of its ability to predict the "effects of more than one independent variable on one dependent variable using principles of correlation and regression" (Kerlinger, 1979).

3.9.1 Response Bias

Aliyu, (2014) describe Non-response bias in a research study as one of the most common mistakes a researcher anticipates to make in estimating the characteristics of sample because some category of respondents are underrepresented due to non-response. In a similar submission, Chinedu, (2013) asserted that there is no minimum response rate below which a survey estimate is necessarily biased and, on the other hand, no response rate above which is never biased. However, Manning and Munro, (2007) are unanimous that no matter how small a non-response

is, there is the possibility of bias which needs to be investigated. In order to test non – response bias for this study, extrapolation procedure was conducted as suggested by Armstrong and Overton (1977). Respondents were divided into two independent samples based on their response to survey questionnaire with regards to the five major study variables (customer relationship management, market segmentation, co-opetition, quality and market promotion).

3.9.2 Data Preparation

Data collected for any research study must first be carefully prepared before it can be subjected to analysis. The process of raw data preparation is conducted prior to the process of data analyses (Hair et al. 2008). According to Zikmund (2003), data preparation involves converted raw data into a format suitable for decision-makings and conclusions. For the collected data to be appropriate for any realistic analysis, it is needed to be edited, coded, cleaned, screened, and entered into an appropriate statistical tool for further analyses and interpretations that the investigator is familiar with (Sekaran, 2003; Hair et al. 2006).

3.9.3 Data Editing and Coding

Data editing involves cutting out or doing away with unwanted information that may have accompanied the raw data during data collection exercise, while coding of data involves attaching codes, figures or values to raw date to facilitate effective and appropriate analysis. The raw data collected for this study was subjected to editing and coding to check and verify errors before the process of data analyses was conducted as opined by Cooper & Schindler (2003); Sekaran, (2003) and Zikmund (2003). The process of data editing provided a check for data omission, reliability, and validity before coding and later transferring into the data analysis software (Ticehurst & Veal 2000). After collecting back the completed survey questionnaires, they were checked for both completeness and eligibility of respondents. Further, the process of

data coding was to identify and classify each response with numerical scores and symbols (Ticehurst & Veal 2000; Zikmund 2003). The survey questionnaire consisted primarily of pre-coded questions and items except for the ones where the option of 'other' could have been selected and respondents were asked to provide more information. Then, the reverse scored questions and items were deliberately included to require respondents to engage in a more controlled cognitive process that were re-coded. Finally, the last part of the survey questionnaire, the open-ended question, encouraged respondents to provide more comments and suggestions related to the study, were grouped into meaningful categories. In line with Manning and Munro, (2007) submission, all questions and items were examined and checked to ensure that they were consistent with pre-coded data.

3.9.4 Data Cleaning and Screening: Missing Values

The processes of data cleaning and screening required data to be coded, consistent, and checked for missing responses and values in the returned survey questionnaires (Aliyu, 2014, Tabachnick & Fidell 2001; Manning & Munro 2007). These processes improved the accuracy of data analyses and ensured that assumptions for data analysis techniques were not violated (Hair et al. 2006). Checking the accuracy of data was important by verifying out-of range responses, values, means, and standard deviations in order to be credible (Chinedu, 2013). Most often, missing data occur either as a systematic event external to respondents (i.e. data collection problems and/or data entry errors) or an action on the part of respondents (i.e. refusal to participate) that could lead to missing information (Hair et al. 2006). In dealing with missing data, Chinedu, (2013) suggests three methods that are pair-wise deletion (exclude missing data on variables involved in a particular computation), list-wise deletion (exclude missing data on variables involved in all computations), and imputation (replace missing data with mean estimate values). Data cleaning

is therefore important in conducting any research analysis. This is due to the fact that the quality and the meaningfulness outcome of the analysis depend on the data screening and editing (Pallant, 2011). Hence, missing data was thoroughly checked and treated in this study before subjecting same for statistical analysis.

3.9.5 Detection of Missing Data

Missing data refer to the unavailability of suitable value on one or more variables for data analysis (Hair, Andersen & Tatham, (2010). which usually results in negative consequences in any research analysis where they exist. To avoid such negative consequences in this research study, the researcher took precautionary action right from the field in an attempt at reducing or ensuring that the data is free from any missing value. On receipt of any duly completed questionnaire, the researcher and his assistants quickly checked through to ensure that each and every question is appropriately answered. In case of respondent's inability to answer a given question, respondents' attention is immediately drawn to kindly and appropriately complete the question. Additionally, the research follows the data entry step by step, with caution and curiosity. As soon as a missing value is noted, the researcher refers back to the questionnaire and traces it. Therefore, this goes a long way in significantly ensuring that no missing valve is detected. A preliminary descriptive statistics were conducted to find out whether there is missing data or not. The descriptive statistics result shows that no missing value is recorded. Hair *et al.*, (2010) asserted that any case with more than 50 percent missing value should be deleted as long as there is adequate sample. Similarly, Hair, Andersen & Tatham, (2010) observed that the method of treating missing data is to merely drop the case. Hence, in this study no missing value was recorded.

Missing data was minimal in this study as only 110 survey questionnaires were returned incomplete. Further review of missing data was performed during data entry.

3.9.6 Data Entry

Data collected for this study was entered into appropriate descriptive and inferential statistical tools to further test the research hypotheses and conceptual Entrepreneurial Marketing Practices and performance based model.

3.9.7 Description of Data Collection Process and Survey Responses

Based on records from the Benue State Ministry of Commerce and Industries, (2014), the National Association of Small Scale industries, (2014) and the researcher's snowbell survey, (2014), 1,102 SMEs legally operating in the study area on fulltime basis were identified.

However, because of the large size of the population, 570 SMEs were sampled out and therefore constitute the population of the study. The sample size was therefore drawn with the use of Kriejcie and Morgan's (1970) table for sample size determination. Based on that, 285 SMEs were selected. In order to take care of none response rate and minimize error in sampling as suggested by Aliyu, (2014), Hair, Wolfinbarger and Ortinal (2008), the sample size was double, bringing the study population to 570 samples. Questionnaires equal to the above number were distributed to the owners/managers of each of the sampled small and medium enterprises in Makurdi metropolis in Benue state of Nigeria. The respondents were selected on the basis of systematic and random sampling techniques. Hence, based on systematic procedure as opined by Aliyu (2014), the sample interval was picked by dividing the population with the sample size as (population/sample). Thus, an interval of nth element, which represents every 3^{rd} number was chosen. Therefore, the selection process was that at the starting point, every third number was

picked that is number 3 was picked, then subsequently, number 6, number 9, number 12, number 15 until the last sample was picked which was number 570 respondent. With this process, the sampled 570 SMEs were democratically arrived at with ease. Virtually all forms of SMEs that operate in the study area had a chance of selection as they were involved in the study. They include; Sole Proprietorship, Partnership, Private and Public Limited business companies made up of Services, Manufacturing, Processing, production, Banks, petroleum, Education, maintenance, medical, etc. Participating SMEs were selected through a simple random sampling process.

Considering the importance of this study, the researcher made efforts to ensure the consistency and internal stability of both the independent and dependent variables of the study by employing Cronbach's alpha coefficient which Aliyu (2014) describes as the most common test of inter-item consistency reliability while the SPSS version 20 was used to run the collected data. It was the researcher's expectation that with a valid and reliable instrument, there could be the reduction of measurement error to a large extent. The result obtained indicated that all the variables investigated possess a high reliability which ranged from 0.758 and 0.943. The Cronbach's alpha coefficient result for this study also clearly agrees with the global standard that any instrument with a coefficient 0.70 and above has a high level of reliability (Aliyu, 2014, Hair et al., 2006; Nunally, 1967; Nunally, 1978; Sekaran & Bougie, 2010).

3. 10 Model Specification

The model specification used in this study is based on the hypotheses of the study. This statistical model is presented below:

Performance of SMEs = f (Entrepreneruial Marketing Practices)

It should be noted that Performance of SME as the dependent Variable has four dimensions in this study which include:

1. Return on Investment
2. Sales Growth
3. Market Share
4. Customer Satisfaction

Equally, Entrepreneurial Marketing Practices as the independent variable has five dimensions in this study. They include:

1. Customer Relationship Management
2. Market Segmentation
3. Co-petition
4. Quality
5. Market promotion

Therefore the model can be shown as below;

$ROI = f(CRM, MS, CP, QT, MP)$ - - - - - - (1)

$SG = f(CRM, MS, CP, QT, MP)$ - - - - - - (2)

$MS = f(CRM, MS, CP, QT, MP)$ - - - - - - (3)

$CS = f(CRM, MS, CP, QT, MP)$ - - - - - - (4)

In explicit form, the above relationship can be restated thus:

$ROI = b_0 + b_1CRM + b_2MS + b_3CP + b_4QT + b_5MP + U_t$ - - - - (5)

$SG = b_0 + b_1CRM + b_2MS + b_3CP + b_4QT + b_5MP + U_t$ - - - - (6)

$MS = b_0 + b_1CRM + b_2MS + b_3CP + b_4QT + b_5MP + U_t$ - - - - (7)

$CS = b_0 + b_1CRM + b_2MS + b_3CP + b_4QT + b_5MP + U_t$ - - - (8)

Where

ROI = Return on Investment

SG = Sales Growth

MS = Market Share

CS = Customers Satisfaction

CRM = Customer Relationship Management

MS = Market Segmentation

CP = Co-petition

QT = Quality

MP = Market Promotion

b_1, b_2, b_3, b_4, b_5, = regression coefficients

b_0 = Regression intercept

U_t = Error term

In order to examine the effect of the independent variable on all the four dimension of SMEs performance used in the work, a fifth model was developed. The model used the average of the total sum of all the four performance variables as its dependent variable. The linear relationship between the new dependent variable and the independent variables is given as:

$$PRF = bo + b_1 CRM + B_2 MS + b_3 COP + b_4 QTY + b_5 MP + U_t \text{ ----- ------ ------ (1)}$$

Where PRF is the average of the combined values of ROI, SG, MS and CS

A priori Expectation

$b_1 > 0$

$b_2 > 0$

$b_3 > 0$

$b_4 > 0$

$b_5 > 0$

The *a priori* expectation shows that the coefficient of the variables b_1, b_2, b_3, b_4, and b_5 are positively significant and indicates that the variables are expected to have positive effects on performance of small and medium scale enterprises in Makurdi Metropolis.

Responses on the effect of EM practices on SMEs performance were varied from A – E

Where

A = strongly agree

B = Agree

C = Neutral

D = Disagree

E = strongly disagree

3.11 Pilot Study

To refine the methodology and test the instruments for this study, a pilot study was conducted and the research questionnaire properly tested before the final refined copy was administered to the sampled respondents. A pilot test is regarded as a trial in which a small scale of the study is carried out before the actual full scale study (Mills, Platts & Bourne 2003, Aliyu 2014). According to Bryman (2004) and Neuman (2006), piloting a study helps in ensuring that the survey questions operate well and the research instrument as a whole functions well. The pilot study for this study, aimed at achieving some objectives which Aliyu, (2014) identified to include: i) To test the validity and reliability of the study instrument and ii), To gather some insight into the real condition of the actual or full scale study, which will enable the researcher to expect and correct the potential problems during the full scale research. Aliyu, (2014) further

identified validity and reliability of the study instruments as being among the major concerns of the pilot test.

Based on the submission above and in order to ensure the reliability of the instrument for this study, a draft copy of the instrument was forwarded to some senior academics at Ahmadu Bello University, Zaria, Benue State University, Makurdi and University of Mkar in Benue state to check, observe, assess, ascertain its relevance and appropriateness and make suggestions (where necessary) on how they can be improved. Same draft copies of the instrument were also randomly forwarded to three sampled industry professionals and experts to give it the professional touch it deserved. Both the academics and industry professionals made valuable suggestions that helped in ensuring the appropriateness and reliability of the instrument. This development resulted in the amendment and in some cases, reconstruction of the questions that were certified by both the academics and industry experts as not fit for data collection. This was deliberately done to ensure that they are properly understood to the potential respondents and are appropriate and effective to generate and measure the needed data. The revised version of the instrument was then administered in the pilot study. (See appendix 4). It was the researcher's expectation that with a valid and reliable instrument there would be a reduction of measurement error to a large extent.

According to Aliyu's (2014) submission, a sample size for a pilot test is usually small, ranging from fifteen to thirty respondents. In line with the above submission, 30 copies of the questionnaire for this study were distributed to 30 randomly sampled respondents (from the study population), using the drop and pick questionnaire distribution approach. The said approach was favored by the researcher at the expense of many other approaches due to its numerous advantages including time saving and making clarifications and explanations to the

respondents on items they do not understand very well. After a defined time lag of 21 days, the researcher went round and collected the (now filled) questionnaires back. With the drop and pick approach, all the 30 copies of the questionnaire earlier on distributed were duly completed and returned representing 100 percent response rate. The exercise was carried out in the month of February, 2015.

The most common test of inter-item consistency reliability is the Cronbach's alpha coefficient (Aliyu, 2014) which measures the consistency and internal stability of elements which measure the independent and dependent variables of the study. (Sekaran, 2003) opines that if the coefficient from the Cronbach's alpha Cronbach's alpha measurement is less than 0.60, the consistency and internal stability is considered weak, if the coefficient varies between 0.60 and less than 0.80, it is considered and accepted. But, if the coefficient varies between (0.80 - 0.85), it is considered good. In case the coefficient is from 0.85 to one then, it is considered to be very excellent. Generally speaking, the closer the Alpha coefficient is to integral one, the more it is considered consistent and internally stable. As for the credibility coefficient, it demonstrates how credible the answers of the investigated subjects are. It also implies that if the coefficient is higher than 0.70, then high credibility will be achieved in the answers of the investigated subjects.

Considering its popularity, effectiveness and importance viz-a-viz the importance and seriousness of this study, the Cronbach's alpha coefficient was employed in this study to measure the internal consistency and reliability of the instrument while the SPSS version 20 was used to run the collected data. The result obtained shows that all the variables investigated possess a high reliability which ranged from 0.758 and 0.943 (See Table below). This result also clearly agrees with the global standard that any instrument with a coefficient 0.70 and above has

a high level of reliability (Aliyu, 2014, Hair et al., 2006; Nunally, 1967; Nunally, 1978; Sekaran & Bougie, 2010). As can be seen from the table below, it is clear that the coefficient from the Cronbach's alpha measurement is high enough, which is an indication that there is internal consistency of the entire variable scale and that the variables exhibited strong internal reliability. The results, therefore, confirmed that the instrument used for this study had satisfactory construct validity.

Table 3.1; Summary of items used in the instrument and their reliability Coefficient

Constructs	Number of items	Cronbach's Alpha
Customer Relationship Management (CRM)	10	0.758
Market Segmentation (MSG)	10	0.855
Co-opetition (COP)	10	0.943
Quality (QTY)	10	0.840
Market Promotion (MP)	10	0.823
Return on Investment (ROI)	10	0.746
Sales Growth (SG)	10	0.931
Market Share (MS)	10	0.877
Customer Satisfaction (CS)	10	0.764
Performance Generarly	10	0.925

Source; Pilot study survey (2015)

It is clear from the result of the pilot study for this research work as presented in the table above that all the constructs investigated have a high level for Cronbach's alpha value which falls

within the highly accepted region of 0.70 and above. The implication of the result is that all the items measured are reliable.

3.12 Summary

This chapter presented the research design as well as the method, process and procedure to be used in carrying out this research study. The chapter also specifies how the needed data will be gathered and analyzed. It defined the target population, identified the sampling method to be used, the data collection instrument to be employed in the study, the administration of the instrument as well as the description of the reliability and validity of the instrument. The chapter is rounded up with a presentation of the model specification for the entire research work.

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter contains detail presentation, analyses and interpretations of findings of the data collected from the field. The chapter employed appropriate analytical approaches and techniques in the analysis and test of hypotheses. The chapter also presents the descriptive statistics for the individuals' and the firms' demographic information are presented. Finally, the chapter is summarized.

4.2 Analysis of Returned questionnaire

To generate the needed data for the analysis of this research, the study questionnaire was carefully designed and subjected to vetting by both senior academics from 3 Nigerian universities and 3 different practicing SMEs managers from the study area, after that, areas that lacked standard were corrected before it was personally administered to the sampled respondents by the researcher with the help of two research assistants between the months of September, 2014 and February, 2015.

The researcher also embarked on a pilot study to ensure (among other things) that the survey questions operate well and the research instrument as a whole functions well, test the validity and reliability of the study instrument and gather some insight into the real condition of the actual or full scale study, which will enable the researcher to expect and correct to the potential problems during the full scale research. The pilot study was also conducted to ensure the academic, business and social relevance of the survey questionnaire schedule and to identify and eliminate potential problems in the questionnaire (Malhotra et al., 2002). Aliyu, (2014) further identified validity and reliability of the study instruments as being among the major concerns of the pilot

test. The result from the pilot study conducted was successful as the findings were consistent with similar previous studies. The outcome was also an indication that a full scale research study will not pose problems. With this development, the researcher commenced the distribution of questionnaire to all the 570 sampled SMEs in Makurdi metropolis and was assisted by 2 research assistants.

The SMEs sampled for this study cut-across almost all sectors of the economy including those in Agriculture, hunting, poultry, forestry and fishing; mining and quarrying; manufacturing; building and construction; wholesale and retail trade; hotels and restaurants; transport, storage and communication; real estate and renting; education; health and social works; other community, social and personal service activities respectively.

Though 570 copies of the research questionnaires were distributed to the sampled SMEs in Makurdi metropolis of Benue state in Nigeria, only 511 of them or 89.64% were actually returned while 59 of them representing 10.36% were not returned. Of the 511 questionnaires returned, 401 of them constituted the final sample for the research which shows a good response rate of 78.48 percent. This percentage of the returned questionnaire is considered sufficient for any realistic study based on Sekaran's (2003) argument that a 30 percent response rate is suitable for any good survey. Similarly, the response rate for the study is considered adequate going by the suggestion that a sample size should be between 5 and 10 times the number of study variable for regression type of analysis to be investigated (Hair, Ringle & Sarsedt, 2011; Pallant, 2001). Given the number of study variable 5, Aliyu (2014) submits that a sample of 60 is considered adequate for data analysis. Hence, 401 usable responses constituting 78.48 percent of the sampled population clearly satisfies the required sample size requirement for multiple regression analysis conducts. The collected data was analysed with the aid of SPSS (version 20).

Table 4.1: ***Questionnaire distribution and retention***

Questionnaires Items	**Frequency**	**Percentage (%)**
Questionnaires Distributed	570	100
Questionnaires Returned	511	79.8
Questionnaires Rejected	110	21.22
Questionnaires Analysed	401	78.48

Source; Field survey (2015)

4.3 Descriptive Statistical Analysis

Simple or descriptive statistics provide a summary of information and raw data about basic patterns in the population and sample in allowing its understanding and interpretation. Descriptive statistics are useful to gain a better understanding of data (Cooper & Schindler 2003). The descriptive statistical analyses of the individual's and firm's demographic information and general firm's entrepreneurial practices and their performance variables are presented and categorized and appears to be an indicative representation of the SMEs in the study area. Cross-tabulation is used to arrange data in table format by counting the frequency of responses and classifying the data against other data sets as suggested by Cooper & Schindler, (2003). Descriptive statistics are useful to gain a better understanding of data but are not appropriate to provide useful information on research situations and multiple relationships between many latent variables (Sekaran 2003).

The demographic information presented below is a true representation of the SMEs in the study area as presented by the sampled respondents of the concerned SMEs.

4.3.1General Individual and firms' Demographic Information

The table below presents the general findings of the individual respondents and firms' demographic information.

4.3.2 Demographic characteristics of Respondents' by sex

Table 4.2: ***Respondents' Sex***

Respondents' sex	**Frequency**	**Percentage (%)**
Male	399	99. 51
Female	2	0. 49
Total	**401**	**100 %**

Source; Field survey, (2015)

This study sought to know the demographic characteristics of the respondents as regards their sex. The result as presented in the table above shows that males are the dominant gender in SMEs management/ownership in the study area as they constitute 97 % of the study population which represent 389 respondents. Female respondents accounted for a mere 3% or 12. The implication of the result is that though SMEs operation in the study area is carried out by both male and females, the male sex participate more in SMEs operation than their female counterparts in the study area.

4.3.3 Age of Respondents

Table 4. 3: ***Age of Respondents***

Age of Respondents	Frequency	Percentage (%)
18 years – 27 years	93	23. 34
28 years – 37 years	102	25. 43
38 years – 47 years	110	27. 43
48 years – 57 years	72	17. 95
58 year and above	24	5. 85
Total	**401**	**100 %**

Source; Field survey (2015)

The researcher sought to know from the respondents their biological ages and responses in that regard produced the following results: 93 respondents representing 23.34 % aged between 18 years and 27 years. 102 of the respondents agreed that they are between 28 years and 37 years and they accounted for 25.43 percent of the total respondents studied. The age bracket of 38 and 47 years had 110 respondents which is equivalent to 27.43 percent. 27 of the respondents or 17.95 percent belonged to the age 48 to 57 years bracket while 24 other respondents representing 5.85 percent claimed that they were 58 years and above. It is clear from the above findings that the ages of most staff of SMEs in the study area are fairly spread. The outcome of the study has also confirmed our earlier submission that SMEs are undertaken by people of diverse ages.

4.3.4 Respondents' Indigenship status

Table 4.4: ***Respondents' Indigene status***

Indigene ship	Frequency	Percentage (%)
Nigerian	399	99. 51
Non Nigerian	2	0. 49
Total	**401**	**100 %**

Source; Field survey (2015)

Respondents were requested to identify the indegeneship status of their SMEs and the result obtained shows that 399 of the SMEs studied are are owned by Nigerians. This represents 99. 51 percent while only two of the firms, an equivalent of 0.49 percent are owned by non Nigerians. The result of responses in this regard shows that most of the SMEs in the study are indeginous in natur since they are owned and managed by Nigerians. It is clear, however, that though the ratio of indeginous SMEs firms to that of non indegeinous ones is wide, the operations and running of SMEs in the study area is not restricted to nationals of any nation as both Nigerians and non Nigerians are all involved in the ownership and management of the enterprises**.**

4.3.5 Academic qualifications of respondents

Table 4.5: ***Academic qualifications of respondents***

Qualifications of Respondents	Frequency	Percentage (%) Response
First School Leaving certificate / below	54	13.46
Ordinary' Level	169	42.14
Advanced' Level/degree	104	25.71
Post graduate	71	17.70
Others	4	0.99
Total	**401**	**100 %**

Source; Researchers'' field survey, (2015)

As can be clearly seen from the table above, all the respondents in this study have one academic qualification or the other. Respondents with first school leaving certificate and below are 54 which transcend to 13.46 percent. Those with ordinary level qualifications are the highest in number and they totaled 169 which is an equivalent of 42.14 percent. 104 respondents representing 25.71% have advanced level certificates or first degrees. Respondents with postgraduate certificates made the second highest position in this group. They numbered 71 which represent 17.70%. 4 other respondents have different certificates other than what the others indicated above which amounted to 0.99%. The group was also the least in number as can be seen from the table above. A unique discovery from the above extract is that all the respondents have one academic qualification or the other. This has confirmed the researchers' earlier submission that SMEs operators come from different academic backgrounds.

4.3.6 Respondents' years of working experience in SMEs

Table 4.6: ***Respondents' years of SMEs working experience***

No of Years Worked	Frequency	Percentage (%) Response
1 – 5 Years	111	27. 68
6 – 10 Years	105	26. 15
11 – 15 Years	96	23. 99
16 - 20 Years	83	20. 69
21 years and above.	6	1. 49
Total	**401**	**100 %**

Source; Field survey (2015)

On the years of experience of the respondents, 67 of them had between 1-5 years working experience, representing 37.3 percent, 105 respondents had between 6-10 years working experience which is equal to 23.4 percent, 71 of the respondents have between 11 to 15 years working experience amounting to 15.8 percent. 66 respondents had between 16-20 years (14.7 percent), 20 respondents had between 21-25 years in operation (4.5 percent), 10 respondents had between 26-30 years in existence (2.2 percent) and 9 respondents had 30 years and above in existence (2 percent).

It is clear from the responses received that SMEs in the study area have managers with diverse degrees of working experiences hence; they are expected to perform optimally.

4.3.7 Classes of SMEs studied

Table 4.7: ***Classes of SMEs studied***

Type of Enterprises	Frequency	Percentage Response
Small scale Enterprise	301	75. 07
Medium Scale Enterprises	100	24. 93
Total	**401**	**100 %**

Source; Field survey (2015)

The researcher requested to know from Respondents the classes of SMEs their firms belong to and their responses show that 301 of the SMEs representing 75.07 % belong to the Small scale business class while the remaining 100 SMEs which is equivalent to 24.93 % belong to the medium scale enterprises class. This class of the enterprises had staff strength of between 50 and 199 personnel, which is in line with that approved by SMEDAN (2012). Though there is no thick line of demarcation between the firms studied, the researcher made efforts to ensure that both classes are properly and reasonably represented as clearly shown in table 4.7 above. The SMEs studied had a ratio of 80:1 in favour of the small enterprises

4.3.8: Type of SMEs engaged in

Table 4.8*: SMEs' type of business.*

Type of Business	Frequency	Percentage (%)
Production	46	11.47
Hospital/clinics	73	18.20
Schools	96	23.94
Hotels/restaurants	23	5.78
Maintenance	47	11.72
Transport	18	4.48
Petroleum	54	13.46
Legal	6	1.49
Buying and selling	20	4.98
Financial services	18	4.48
Total	**401**	**100 %**

Source; Field survey (2015)

SMEs are business outfits that operate and cover almost all classes of businesses and sectors. To this end, respondents were requested to identify the type of business they operate and the result is as presented in the table below. 46 respondents or 11.47 % belong to the production sector, hospitals and clinics had 18.20% which represent 73 people. Schools had 96 respondents, an equivalent of 23.94%, Hotels and restaurants were 23 or 5.78%, Maintenance had 47 respondents representing 11.72%, 18 respondents agreed that their SMEs operate Transport services. They represented 4.48%. The petroleum business had 54 respondents or 13.46 %, Legal services had 6 or 1.49%. For buying and selling, it is 20 respondents or 4.98% while financial services were

represented by 18 businesses which amount to 4.48%. With the above extracts, it is clear that SMEs studied in this survey cut across almost all sectors of the economy.

4.3.9 SMEs's Source(s) of capital

Table 4.9: SMEs' sources of capital.

Source(s) of capital	Frequency	Percentage (%)
Personal savings	12I	30.17
Family	73	18.20
Partnership	134	33.41
Friends	19	4.73
Loans	47	11.72
Others	7	1.74
Total	**401**	**100 %**

Source; Field survey 2015

Respondents were requested to identify the source(s) of funding for their SMEs. The responses collected show that funding from partners attracted the highest response with 134 respondents which is equivalent to 33.41%. SMEs owners' personal savings came second with 126 responses or 30.17%. Capital from family sources, loans and from friends came third, fourth and fifth with 18.20%, 11.72% and 4.73% respectively. Other sources of capital made up of gifts, aids and dash trailed the sources of capital with 7 respondents representing 1.74%. It is clear from these responses that SMEs do not have a particular source of capital for their establishments as their capital can be sourced from any available and legitimate source.

4.3.10: Position Occupied in the Company

Table 4.10*:* Position Occupied in the Company

Position occupied	Frequency	% Response
Owner/Manager	231	57.60
Manager	168	41.66
Supervisor	3	0.74
Total	**401**	**100 %**

Source; Field survey 2015

Deliberate attempt was made to be sure that all the sampled respondents were qualified to respond to this questionnaire, they were therefore requested to identify themselves by the type of positions they occupy in their respective SMEs. The responses recorded show that 57.60% of the respondents or 231of them are managing the SMEs they own. 168 or 41.66% of the respondents indicate that they are managers of their SMEs, while 3 respondents representing 0.74% supervisors in their SMEs. The result shows that all the respondents are qualified to respond to this survey. With this caliber of highly placed respondents, it was expected that objective responses will be collected and will transcend to objective findings and conclusion. (see table above) .

4. 3. 11: Scope of SME operation

Table 4. 11 SMEs' Scope of operation

Scope of SMEs operation	Frequency	% Response
Local	143	35. 66
State	111	27. 61
Regional	96	23. 94
National	49	12. 21
International.	2	1. 49
Total	**401**	**100 %**

Source; Field survey (2015)

This study also investigated the scope of SME operation within the study area as can be seen from the table below.

The result clearly shows that those that engaged in local operation recorded 143 (35.66%), state wide operation recorded 111 (27.61%), regional operations has 96 respondents, equivalent to recorded 96 or 23. 94%, national operations recorded 49 respondents representing 12.21%. The international operation recorded a mere 2 respondents which translates to 1.49%. The implication of this result is that SMEs in the study area engage in national, state and international operations.

4. 3 .12 Ownership Status

Table 4. 12: Ownership Status

SMEs' ownership status	Frequency	Percentage (%)
Sole proprietorship	231	57.60
Partnership	134	33.41
Joint venture	31	7.73
Others	5	1.24
Total	**401**	**100 %**

Source; Field survey (2015)

Research on ownership status of all the SMEs studied shows that 57.60% or 231 of them belongs to the sole proprietorship class, 134 of them representing 33.41% are partnership owned, the joint venture ownership class have 31 SMEs which equals 7.73 % while 5 of the SMEs representing 1.24% belong to other classes. The findings show that the SMEs studied belong to different class of owners with the sole proprietorship class having the highest. It also shows that almost all Classes of SMEs ownership are represented in the study.

4.3.13: Years of operation

Table 4.13: Years of SMEs operation.

Years of operation	Frequency	Percentage (%)
3 – 8 years	143	35.66
9 – 14 years	101	25.18
15 – 19 years	83	20.69
20 – 24 years	52	12.9
25 - 29 years	14	3.49
30 - years and above	8	1.99
Total	**401**	**100 %**

Source; Field survey 2015

A study on the years of operation of the SMEs studied revealed that 143 of them representing 35.66% have been in operation for between 3 to 8 years, 101 or 25.18% have operated for between 9 and 14 years. The SMEs that have been in operation for between 15 and 19 years are 83 in number which is an equivalent of 20.69%. 52 others or 12.9% have been in business for between 20 and 24 years while 14 of them representing 3.49% operated for between 25 and 29 years. 8 other SMEs representing 1.99% operated for 30 years and above. The findings are a proof that SMEs in the study are have different years of operation with the least being 3 years which is the bench mark for this study.

4.3.14; Total assets of SMEs studied

Table 4.14: Assets base of SMEs studied.

Total Assets of SMEs studied (N'Million)	Frequency	Percentage (%)
From N1 to 100 million	143	35.66
Between N101 – N200m	98	24.43
Between N201 – N300m	67	16.70
Between N301 – N400m	49	12.21
Between N401 – N500m	44	11.00
Total	**401**	**100 %**

Source; Field survey (2015)

Respondents were requested to comment on the total assets of their firms. Result of the study shows that, majority have their asset base from N1-100m. This group had a response rate of 143 which is an equivalent of (35.66 percent), SMEs with assets base of between 101 and 200 million naira were 98 or 24.43 percent. 67 other SMEs representing 16.70 percent had asset based of between 201 and 300 million naira. In the 301 and 400 million naira category were 49 SMEs which represent 12.21 percent. 11 percent or 44 SMEs had assets based of 401 and 500 million naira. From an extract of the responses collected, it is clear that all the SMEs studied had their assets within the approved fixtures and are therefore qualified for the study.

4.3.15 Statues of SMEs establishment studied

Table 4. 15: Statues of SMEs Establishment studied

Status of SMEs office studied	Frequency	Percentage (%)
Head Office	286	71.32
Branch office	51	12.74
Subsidiary	33	8.22
Agency	29	7.23
Others	2	0.49
Total	**401**	**100%**

Source; Field survey (2015)

All the SMEs studied were requested to indicate their ownership status. The study revealed that 286 of the firms representing 71.32% operate in their head office. 51 SMEs operate as branch offices and they totaled 51 which equals to 12.74%. SMEs operating on subsidiary status were 33 which literally transcend to 8.22%, 29 other SMEs firms, an equivalent of 7.23% operate as agencies while 2 of the firms or 0.49% belong to other groups (see table 4.15 above). The above revelation shows that all the SMEs studied are operating either as autonomous bodies or are linked elsewhere.

4.3.16 EM practices employed by SMEs in the study area

Table 4.16: EM Practices employed by SMEs studied

EM practices of SMEs Studied	Frequency	Percentage (%)
Customer Relationship Management (CRM)	98	24.43
Market Segmentation	86	21.44
Co – Opetition	77	19.20
Quality	69	17.20
Market Promotion	61	15.24
Others	10	2.49
Total	**401**	**100 %**

Source; Field survey (2015)

All the SMEs studied were requested to indicate their best five entrepreneurial marketing practices in order of highest preference and the result as presented in the table above revealed that CRM had the highest ranking with 98 firms , an equivalent of 24.43%. Market segmentation came next with 86 responses representing 21. 44%. Co-opetition came third with 77 responses or 19.20%. Quality and Market segmentation were next with 69 and 61 responses representing 17.20 and 15.24 % respectively. 10 other SMEs firms, an equivalent of 2.49% identified EM practices other than the ones presented in the table above. The outcome of this finding shows that EM practices including; Customer Relationship Management (CRM), Market segmentation, co-opetition, Quality and Market promotion are the most EM practices employed by SMEs in the study area.

4. 3.17 Legal/Registration Status of SMEs studied

Table 4.17 Legal/Registration Status of SMEs studied

Legal/Registration Status	Frequency	Percentage Response
Registered	394	98.25
Not Registered	7	1.75
Total	**401**	**100 %**

Source; Field survey (2015)

Table 4.17 above presents an extract of the registration status of the SMEs studied. As can be seen from the table, 394 of the enterprises studied representing 98.25 % claimed they have fully registered their businesses with the legal authorities concerned. 7 others representing 1.75 % however submit that they are not yet fully registered All SMEs in this group however claim that they have all started the process of registration and are at various stages of completion. The implication of this result is that All the SMEs studied are qualified to operate and therefore to be studied especially since even the seven that are not yet fully registered claim that they have provisional approval to operate.

4.4 Descriptive Statistics on EM Variables for the study

EM variables for this study include; Customer Relationship Management, Market Segmentation, Co-opetition, Quality and Market promotion. Descriptive statistics in respect of respondents' views on all the study's EM variables is as presented below;

4.4.1 Customer Relationship Management

Table 4.18: Respondents view on Customer Relationship Management

	A		B		C		D		E	
S/N	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**
1	203	(50.62)	102	(25.44)	11	(2.74)	38	(9.48)	47	(11.72)
2	167	(41.65)	135	(33.67)	9	(2.24)	45	(11.22)	45	(11.22)
3	209	(52.12)	96	(23.95)	31	(7.73)	63	(15.71)	2	(0.50)
4	163	(40.65)	127	(31.67)	12	(2.99)	62	(15.21)	37	(9.23)
5	96	(23.94)	162	(40.40)	27	(6.73)	72	(17.96)	44	(10.97)
6	224	(55.86)	90	(22.44)	9	(2.24)	37	(9.23)	41	(10.22)
7	96	(23.89)	201	(50.12)	27	(6.73)	48	(11.97)	29	(7.23)
8	198	(49.37)	103	(25.68)	6	(1.50)	63	(15.73)	31	(7.73)
9	183	(45.64)	200	(49.88)	2	(0.50)	14	(3.49)	1	(0.25)
10	226	(56.36)	109	(27.18)	6	(1.50)	28	(6.98)	32	(7.98)

Source; Field Survey, (2015)

Under customer relationship management, respondents were first requested to air their views on customer relationship and 223 respondents representing 55.61% strongly agreed that they take a long term view to the formation of customer relationship representing. 47 respondents or 7.98% however, strongly disagreed with same submission, 11 respondents, an equivalent of 2.74% were

neutral while 102 (25.44) and 38 (9.48) respondents agreed and disagreed respectively. The responses show that most SMEs in the study area take a long term view to the formation of their customers' relationships. 167 (41.65) respondents strongly agreed that their firms extensively invest in training and other resources to support CRM related initiatives. 135 (33.67), 9 (2.24), 45 (11.22) and another 45 (11.22) respondents agreed, were neutral, disagreed and strongly disagree with the submission respectively. Going by the responses, majority of SMEs in the study area invest in customer related initiatives to enhance their performance.

On the question of adapting to IT application and responding to unplanned customer demands, 209 of the respondents, an equivalent of 52.12% strongly agreed to the statement. This is opposed to 2 respondents or 0.50% who strongly opposed the submission. 31, 96 and 63 other respondents representing 7.73%, 23.95% and 15.91% were neutral, agreed and disagreed respectively. The outcome of the responses indicate that ICT application has found its way in SMEs establishments in the study area just as many SMEs respond to unplanned customer demands. In another development, 163 respondents (40.45%) confirm that CRM software allows their firms to differentiate among customer profitability. Record also show that 127 (31.67) respondents agreed, 12 (2.99) respondents were neutral, 62 (15.21) of them disagreed while 37 (9.23) respondents strongly disagreed. Going by simple majority, it can be concluded that SMEs in the study area use CRM software to differentiate among their customer's profitability.

On whether relational database or data warehouse of their SMEs provide a picture of individual customer histories, purchasing activities and problems, 96 (23.94), 162 (40.40), 27 (6.73), 72 (17.96) and 44 (10.97) of the respondents strongly agreed, agreed, were neutral, disagreed and

strongly disagreed respectively, a confirmation that the firms' CRM practices provide all they need to know about their customers.

Respondents were requested to define the knowledge of their staff as regards to extracting data from their CRM systems and the responses recorded shows that 224 (55.86%), 90 or 22.44%), 9 (2.24%), 37 (9.23%) and 41 (10.22%) of them respectively strongly agreed, agreed, were neutral, disagreed and strongly disagreed respectively that their staff involved in extracting needed data from their CRM systems have extensive knowledge of their firms business issues. This by extension indicates that they are competent, an important component in ensuring improved performance.

On ensuring effective selling to their customer, 96 respondent or 23.89% strongly agreed that they have formal procedure for selling to their customers. 29 respondents or (7.23%) however strongly disagreed to the submission. 27 respondents or 6.73% were neutral while 201 or 50.12% and 48 or 11.97% of the respondent's greed and disagreed respectively. Majority of the findings are an indication that most firms studied ensure effective selling to their customers so as to attain superior performance.

Respondents were also requested to comment on the degree to which their firms analyse customer data, findings revealed that 198 (49.37%), 103 (25.68%), 6 (1.50%), 63 (15.73%) and 31 (7.73%) of the respondents strongly agreed, agreed, were neutral, disagreed and strongly disagreed respectively that they frequently use sophisticated models to positively analyze customer data. The respondents also confirm that using sophisticated models can impact on performance.

Respondents were requested to assess their firms CRM practices and 226 (56.36) of them strongly agreed that their firms have achieved high level of repeated purchases with valuable customers under the CRM practices they adopt. 109 (27.18%), 6 (1.50%), 28 (6.98%) and 32 (7. 98%) other respondents agreed, were neutral, disagreed and strongly disagreed respectively with the submission. The findings have however proved that CRM practices in most of the SME studied ushers in successes and by extension business performance.

4.4.2 Market Segmentation

Table 4.19 Respondents view on Market Segmentation

	A	**B**	**C**	**D**	**E**
S/N	**Freq %**	**Freq %**	**Freq %**	**Freq %**	**Freq %**
1	201 (50.12)	102 (25.44)	21 (5.24)	43 (10.73)	34 (8.48)
2	174 (43.39)	183 (45.64)	13 (3.24)	21 (5.24)	10 (2.49)
3	185 (46.13)	113 (28.18)	16 (3.99)	73 (18.2)	14 (3.49)
4	213 (53.11)	167 (41.65)	9 (2.24)	11 (2.74)	1 (0.25)
5	183 (45.64)	176 (43.89)	7 (1.75)	21 (5.24)	14 (3.49)
6	201 (50.12)	103 (25.69)	12 (2.99)	58 (14.46)	27 (6.73)
7	164 (40.90)	158 (39.40)	5 (1.25)	62 (15.46)	12 (2.99)
8	200 (49.88)	141 (35.16)	6 (1.50)	49 (12.22)	6 (1.50)
9	159 (39.65)	138 (34.41)	14 (3.49)	70 (17.46)	20 (4.99)
10	213 (53.12)	89 (22.19)	27 (6.73)	63 (15.71)	9 (2.24)

Source; Field Survey, (2015)

The nature and effect of Market segmentation as an EM business practice was put across to respondents for assessment. The respondents were first requested to comment if they have a

scheme for segmenting their markets. 50.12% or 201 respondents strongly agreed that they do not have a universal scheme of segmentation; rather they use it as a way of cutting their database through different lenses, depending on the business challenge at hand, while 21 respondents representing 5.24% were neutral to the submission. 45.64% or 102 of the respondents merely agreed, 43 or 10.73% and 34 or 2.49% respondents disagreed and strongly disagreed respectively. The result obtain indicates that segmentation practices in SMEs studied is a function of the business need and challenges at hand.

On segmentation model and schemes, 174 (43.64%) respondents strongly agreed that their segmentation models are refreshed daily or monthly, and new segmentation schemed appear every 3 to 6 months, depending on the business need but 10 or 2.29% other respondents strongly disagreed to it. 183 (45.64), 21 (5.24%) and 13 (3.24%) respondents agreed, were neutral and disagreed with the submission respectively. The implication of the findings is that SMEs studied refresh their segmentation practices to reflect their regular business need.

Respondents also air their views on how their staff handle segmentation practices. In this regard, 185 or 46.13% of them strongly agreed that they make all staff of their organization to walk and talk segmentation so that it becomes a single voice of the customer that people refer to. 16 or 3.99% of the respondents were neutral to this statement. 113 (28.18%), 73 (18.2) and 14 (3.49%) respondents agreed, disagreed and strongly disagreed respectively. From such findings, it is clear that staffs of the SMEs studied are part and parcel of their segmentation practices.

The relationship between firms' segmentation practices and their customers was inquired from the study's respondents and the following responses were received. 213 (53.11%), 167 (41.65%), 9 (2.24%), 11 (2.74) and 1 (0.25%) respondents respectively strongly agreed, agreed,

were neutral, disagreed and strongly agreed that their customers are engaged in their segmentation practices which easily transcend into success and performance. On the nature of segments they built, 183 (45.46%) respondents submit that they built strong competition segments and also have others to ensure success and improved performance.

176 (43.89%) other respondents agreed to same submission, 7 (1.75%) of the respondents were neutral however 21 (5.24%) and 14 (3.49%) respondents disagreed and strongly disagreed. It is clear therefore that firms studied put in place different market segments to be successful in the market. Majority of the respondents also agreed that we are both theoretical, practical and analytical experts who know their business well and also know what would work intuitively.

Similarly, 158 respondents representing 39.40% agreed and another 164 (40.90) strongly agreed that their customer segmentation is done with a view of driving growth. 5 or 1.25% were neutral, 62 (15.46) disagreed while12 (2.99%) strongly disagreed to it. Over 291 other respondents, an equivalent of 72.56% respondents also agree that they take high value segments or those which are less competitive while avoiding shrinking segments. Also, most of the respondents made up of 213 (53.12%) strongly agreed that they develop overall service that will attract people from various segments, and make sure that our segmentation practices work across different views or lenses, while 2.24% strongly disagreed to it. It is clear that SMEs studied develop and put in place different kinds of segments to be successful in the market and enhance their performance.

4.4.3 Co-opetition

Table 4.20: Respondents views on co-opetition

	A		B		C		D		E	
S/N	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**
1	198	(49.38)	113	(28.18)	11	(2.74)	64	(15.96)	15	(3.74)
2	202	(50.37)	127	(31.67)	9	(2.24)	43	(10.72)	20	(4.99)
3	99	(24.69)	211	(52.62)	13	(3.24)	52	(12.97)	26	(6.48)
4	103	(25.69)	186	(46.38)	8	(2.00)	62	(15.46)	42	(10.47)
5	193	(48.13)	128	(31.92)	10	(2.49)	69	(17.21)	2	(0.50)
6	96	(23.94)	189	(47.13)	14	(3.49)	83	(20.69)	19	(4.74)
7	163	(40.65)	141	(35.16)	32	(7.98)	48	(11.97)	17	(4.24)
8	96	(23.94)	189	(47.13)	27	(6.73)	72	(17.96)	17	(4.24)
9	128	(31.92)	161	(40.15)	12	(2.99)	60	(14.96)	30	(7.48)
10	86	(21.45)	215	(53.62)	16	(3.99)	59	(14.71)	25	(6.23)

Source; Field Survey, (2015)

Respondents were requested to comment on their co-opetition strategy and Most of the respondents 198 (49.38%) strongly agreed that their co-opetition strategy has a positive effect on capacity to innovate to a great extent than pure co-opetitive or competitive strategy since co-operating with direct competitors provide them with a positive effect on development of our product lines. 113 (28.18%) respondents agreed, 11 (2.74%) were neutral, 64 (15.96%) disagreed, while 15 (3.74%) strongly disagreed with the submission. This shows that co-opetition is more effective than either competition or cooperation strategy in the most of the firms studied.

202 (50.37%) of the respondents strongly agreed that their firms upstream alliances characterized for co-opetition behavior have a positive effect on development of product lines to a greater extent than pure cooperative or competitive attitude, while 20 (10.72%) respondents strongly disagreed to it. Also, 211 (52.62%) respondents agreed that downstream alliances characterized for co-opetition behavior have a positive effect on development of their product lines to a greater extent than pure cooperative or competition attitude while 52 (12.97%) disagreed to it. 99 respondents representing 25.69% strongly agreed that the way their business is being conducted, accelerated growth of our relationship based not on ownership, but on partnership while 8 respondents representing 2.00% were neutral to it.

138 respondents representing 31.92% agreed that by co-opetition relationships, their firms play multiple roles and look for complementary partners to create value while 20 respondents or 0.5% strongly disagreed to it. 96 respondents or 23.94% strongly agreed that to ensure success, their co-opetition practices include five players of a business game; the focal firm, its suppliers, its customers, its substitutors or competitors and its complementors, while 50 or 20.69% disagreed to it. More of the respondents (163 or 40.65%) strongly agreed that the philosophy of our co-opetition is that the purpose of our firm might not be the elimination of its competitors, but the exploration and exploitation of future competitive advantages by changing the game to their benefit while 32 respondents or 7.98% were neutral to it. In another submission, 96 respondents or 23.94% strongly agreed that their co-opetition strategy constitutes an alternative business strategy for firms to form alliances with various competitors and look for complementary resources and capabilities in pursuit of business opportunities while 60 respondents or 17.97% disagreed to it. By adopting co-opetition strategy, 161 (40.15) respondents confirm that they gain access to their competitor's resources and valuable knowledge which enables them to

improve their core competences, pursue large-scale innovation projects, create new products and services in less time via joint innovation efforts and increase their product range to this, while 40.15% of the respondents agreed while 30 respondents or 7.48% strongly disagreed to it. However, 215 respondents or 53.62% agreed that their companies have built a "co-opetitive portfolio" consisting of different kinds of co-opetitve partners to enjoy enhanced performance while 25 respondents or 6.3% strongly disagreed to it. Findings of this survey have shown that firms study make use of many forms of co-opetition to be successful in the market and also enhance their performance.

4.4.4 Quality

Table 4.21 Respondents Views on Quality

	A	B	C	D	E
S/N	**Freq %**	**Freq %**	**Freq %**	**Freq %**	**Freq %**
1	161 (40.15)	186 (46.38)	22 (5.49)	28 (6.98)	3 (0.75)
2	124 (30.92)	181 (45.14)	11 (2.74)	56 (13.97)	29 (7.23)
3	88 (21.95)	201 (50.12)	21 (5.24)	59 (14.71)	32 (7.98)
4	219 (54.61)	98 (24.44)	17 (4.24)	64 (15.96)	3 (0.75)
5	214 (53.37)	166 (41.40)	14 (3.49)	39 (9.73)	78 (19.45)
6	178 (44.39)	143 (35.66)	31 (7.73)	43 (10.72)	6 (1.50)
7	201 (50.12)	89 (22.19)	10 (2.49)	51 (12.72)	50 (12.47)
8	176 (43.89)	153 (38.15)	11 (2.74)	46 (11.47)	15 (3.74)
9	180 (44.89)	168 (41.90)	8 (2.00)	42 (10.47)	3 (0.75)
10	96 (23.94)	205 (51.12)	17 (4.24)	63 (15.71)	20 (4.99)

Source; Field survey (2015)

The nature, place and effect of quality practices on the SMEs performance was demanded from respondents. Respondents were requested to explain how they determine their quality and 186 (46.38) of them agreed that they create room for their customers to define how they want their firms products and services to satisfy them. 161 (40.15) other respondents strongly agreed with this submission. 28 (6.98) and 3 (0.75) respondents disagreed and strongly disagreed respectively while 22 or 5.49% were neutral to it.

124 or 30.92% of the respondents strongly agreed that they insist on offering both quality products and services to their customers while 56 or 13.97% disagreed to it. Also, 88 or 21.95% of the respondents strongly agreed that they keep researching to attain the highest quality products and services to keep abreast with modern trends in the global market while 32 or 7.98% of them strongly disagreed to it.

On staff training, 219 (54.61) respondents confirm that their staff are regularly trained -on quality practices and standards to make sure that the company's customers get the best while 15.96% disagreed to it. 214 or 41.40% of the respondents strongly agreed that their products and services are made to undergo quality assurance tests and are certified okay before they are given to our customers while 19.45% strongly disagreed to it. In another submission, 178 or 44.39% respondents strongly agreed that their total quality approach to competition gives them an edge among their competitors in the market while 31 or 7.73% were neutral to it.

Most of the respondents numbering 201 (50.12%) strongly agreed that they make sure that their firms quality practices conform to industry standard as well as the standard set by the regulatory authorities. 51 or 12.47% respondents however, strongly disagreed to it. Similarly, 176 or43.89% strongly agreed that they take sample (both products and services) from their competitors, study

them and improve on them to give their customers the best while 46 or 11.47% disagreed to it. However, 168 or 41.90% of the respondents agreed that we rely on our quality products and services to win customers and competitions 180 (44.89) others strongly agreed, 42 (10.47) disagreed while 0.75% strongly disagreed to it. Also, 96 or 23.94% strongly agreed that they make sure their quality approaches supercede those of our competitors while 17 or 4.24% were neutral to this. The survey has revealed that quality approaches and strategies put in place by SMEs in the study area are all aimed at satisfying their consumers' and enhancing their business performance and ensuring competitive edge.

4.4.5 Market Promotion

Table 4.22: Respondents Views on Market Promotion

	A		B		C		D		E	
S/N	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**
1	198	(49.38)	132	(32.92)	11	(2.74)	42	(10.47)	18	(4.49)
2	201	(50.12)	141	(35.16)	6	(1.50)	41	(10.22)	12	(2.99)
3	231	(57.61)	108	(26.93)	10	(2.49)	49	(12..22)	3	(0.75)
4	124	(30.92)	163	(40.65)	12	(2.99)	64	(15.96)	38	(9.48)
5	98	(24.44)	169	(42.14)	19	(4.74)	72	(17.96)	43	(10.72)
6	183	(45.64)	136	(33.92)	14	(3.49)	51	(12.72)	17	(4.24)
7	96	(23.94)	184	(45.89)	11	(2.74)	76	(18.95)	34	(8.48)
8	202	(50.37)	180	(44.89)	3	(0.75)	12	(2.99)	4	(1.00)
9	126	(31.42)	163	(40.64)	20	(4.99)	58	(14.46)	34	(8.48)
10	286	(71.32)	94	(23.44)	1	(0.25)	12	(2.99)	8	(2.00)

Source; Field Survey, (2015)

Respondents in the study area were requested to air their views on market promotion practices of their firms and the following responses were recorded. Majority of the respondents numbering 198 (49.38%) strongly agreed that they most often use word of mouth to promote their products instead of standard population strategies. 132 (32.92) other respondents agreed with the submission. 42 (10.47%) and 18 (4.49%) respondents however disagreed and strongly disagreed with the submission while 11 or 2.74% were neutral to it. 141 or 35.16% of the respondents agreed that they are dedicated to establishing a direct link between their company and the preliminary customers (major buyer). 201 other respondents (50.12%) strongly agreed, 41 (10.22) disagreed while 1.50% were neutral about it.

To achieve the desired results in their promotional activities, 231 respondents (57.61%) strongly agreed that they classify and rank their customers, then decide appropriate promotional strategies for them. 108 (26.93%) other respondents agreed, 10 (2.49) disagreed while 12.22% disagreed to it. Also, 124 respondents (30.92%) strongly agreed that as a promotional strategy, they establish close relationships with major buyers and sellers. 163 (40.65) other respondents agreed, 12 (2.99) were neutral while 9.48% of the respondents strongly disagreed.

42.14% or 169 of the respondents agreed that they establish long-time relations with customers through meetings, festivals, religious and cultural rituals as one of their promotional strategies 169 (42.14) agreed, 19 (4.74) were neutral while 72 or 17.96% disagreed to it. On how they use promotional practices to satisfy their consumers, 183 respondents, an equivalent of 45.64% strongly agreed that they ensure satisfaction of their consumers during and after the process of product exchange through direct phone calls between the entrepreneur and the customer while

136 (33.92) agreed.14 other respondents representing 3.49% were neutral, 17 respondents (4.24) strongly disagreed while 51 (12.72) agreed.

Similarly, 96 or 23.94% of the respondents strongly agreed that they promote in magazines, newspapers and other publications in a specified time interval, 184 (45.89) agreed, 76 or 18.95% disagreed to it, 34 or 8.48% of the respondents strongly disagreed while 11 (2.74) were neutral. 180 or 44.89% of the respondents agreed that they design their promotional strategies based on their rivals' activities. 202 or 50.37% strongly agreed to this. 3 other respondents or 0.75% were neutral while 12 or 2.99% disagreed to this fact.

On attention, 163 or (40.64%) respondents agreed that more attention (dedication) to sales is given to their older customers instead of finding new ones or decrease cost such as packaging, distribution or advertising cost. 126 (31.42) others respondents strongly disagreed, 20 or 4.99% were neutral, while 58 or 14.46% and 34 or 8.48% respondents respectively strongly disagreed and strongly disagreed about this statement.

Majority of the respondents numbering 286 (71.32%) strongly agreed that they promote with cheap and new communication means such as email and SMS for further sales (through encouraging factors). 94 (23.44%) other respondents agreed, 0.25% was neutral to this statement while 12 or 2.99% disagreed just as 8 (2.00%) strongly disagreed. This is a clear indication that market promotion practices are extensively used by SMEs studied to achieve high performance.

4.5.4 Descriptive statistics for Performance Variables

Four performance variables were put in place for this research work. They include: Return on Investment (ROI), Market share, Sales Growth and Customer Satisfaction. Respondents'views on the said variables were as presented below.

4.5.1 Return on Investment

Table 4.23 Respondents view on Return on Investment (ROI)

	A		B		C		D		E	
S/NO	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**
1	176	(43.89)	137	(34.16)	14	(3.49)	49	(12.23)	25	(6.23)
2	213	(53.12)	98	(24.44)	6	(1.50)	26	(6.48)	58	(14.46)
3	156	(38.90)	182	(45.39)	11	(2.74)	34	(8.48)	18	(4.49)
4	169	(42.14)	187	(21.70)	23	(5.74)	84	(20.95)	38	(9.48)
5	162	(40.40)	116	(28.93)	24	(5.99)	67	(16.71)	32	(7.98)
6	188	(46.88)	126	(31.42)	21	(5.24)	38	(9.48)	28	(6.98)
7	218	(54.36)	106	(26.43)	19	(4.74)	26	(6.48)	28	(6.98)
8	198	(49.38)	123	(30.67)	16	(3.99)	39	(9.73)	25	(6.23)
9	226	(56.36)	109	(27.18)	12	(2.99)	35	(8.73)	19	(4.74)
10	216	(53.87)	93	(23.19)	24	(5.99)	41	(10.22)	27	(6.73)

Source; Field survey (2015)

Under the Return on Investment variable, the study observed that majority of the respondents numbering 176 and representing 43.89% strongly agreed that they achieve a high return on investment based on a universal scheme of EM practices put in place by their firms, using different lenses, while 25 respondents representing 6.23% strongly disagreed to the submission. In a similar submission, 98 respondents, an equivalent of 24.44% confirm that their firm's return on investment is regularly assessed to ensure that it is constantly on a positive lane. This is contrary to the views of 58 respondents or 14.46% who strongly disagreed with the submission. Similarly, 45.39% of the respondents, representing 182 of them agreed that they keep their staff

abreast of the need to work hard to ensure that an improved return on investment is ensured while 11 respondents or 2.74% were neutral about it. In yet another submission,169 respondents, an equivalent of 42.14% strongly agreed that they establish a direct link between their company and the preliminary customers (major buyer) to achieve high Return on Investment while 84 other respondents or 20.95% disagreed to it. To ensure a successful Return on Investment, 116 respondents representing 28.93% agreed that they establish appropriate market segments and have other alternatives segments at all times while 67 or 16.71% of the respondents disagreed to it. However, 188 or 46.88% of the respondents strongly agreed that they theoretically and analytically analyze their markets at all times to know what would work well to achieve a high return on investment 21 or 5.24% of the respondents were neutral about it while 32 respondents (7.98) strongly disagreed with the submission..

On the view of driving high return on investment, 218 (54.36%) of the respondents strongly agreed that their marketing practices and customer relationship is done with this view of driving high return on investment. 26 other respondents representing 6.48% disagreed to the submission. In a similar submission, 218 of the respondents or 56.36% strongly agreed to the fact that their firm's high return on investment keeps increasing at all times although, 19 other respondents or 4.74% of them strongly disagreed to this fact. Equally, 216 or 23.19% of the respondents agreed that their services keep attracting people from far and wide leading to an improved Return on Investment while 41 of them representing 10.22% disagreed to it. From the above submissions, it is very clear that CRM is one of the entrepreneurial marketing practices used by SMEs in Makurdi metropolis in their bid to enhance their performance.

4.5.2 Customer Satisfaction

Table 4.24 Respondents views on Customer Satisfaction

	A		B		C		D		E	
S/NO	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**
1	148	(36.91)	121	(30.17)	11	(2.74)	63	(14.46)	58	(14.46)
2	139	(34.66)	121	(30.17)	13	(3.24)	89	(22.19)	39	(9.73)
3	156	(38.90)	138	(34.41)	22	(5.48)	61	(15.21)	24	(5.99)
4	168	(41.90)	98	(24.44)	15	(3.74)	72	(17.96)	48	(11.97)
5	201	(50.12)	122	(30.42)	10	(2.49)	63	(15.71)	5	(1.25)
6	183	(45.64)	118	(29.43)	16	(3.99)	41	(10.22)	43	(10.73)
7	172	(42.89)	141	(35.16)	22	(5.49)	53	(13.22)	13	(3.24)
8	164	(40.90)	131	(32.67)	23	(5.74)	68	(16.96)	15	(3.74)
9	198	(49.38)	124	(30.92)	16	(3.99)	35	(8.73)	28	(6.98)
10	231	(57.61)	108	(27.18)	8	(2.00)	28	(6.98)	25	(6.23)

Source; Field Survey, (2015)

To ensure satisfaction for customers, 148 or 36.91% of the respondents strongly agreed that they take a long term view to the formation of their relationships with them. 11 of the respondents representing 2.74% of the respondents were neutral to the submission while 58 other respondents representing 14.46% strongly disagreed with the submission. In order to satisfy their customers, 121 or 30.17% of the respondents agreed that they regularly find out from their customers how they may be satisfied just as they also strike a balance between their wishes and the firms' objectives. 89 respondents representing 22.19% disagreed to it. 158 (38.90%) respondents strongly agreed that customer satisfaction is a top priority in their businesses just as 24 of the

respondents representing 5.99% strongly disagreed to this. Equally, 98 or 24.44% agreed that their customer satisfaction strategies and approaches are regularly evaluated to make sure they are result oriented while it was also observed that 48 of the respondents representing 11.97% of the respondents strongly disagreed.

To create room for customers to define how they want firms' products and services to satisfy them, 201 or 50.12% respondents strongly agreed to the submission while 5 or 1.25% of the respondents strongly disagreed to it. In another submission, 118 respondents representing 29.43% agreed that they insist on offering both quality products and services that are capable of satisfying their customers, 16 of the respondents representing 3.99% were neutral to this while 43 (10.73%) respondents strongly disagreed with the submission. To attain highest quality products 172 or 42.89% of the respondents strongly agreed that they keep researching to attain the highest quality products and services to keep abreast with modern trends in the global market even as 13 or 3.24% of them strongly disagreed to this.

On ensuring the satisfaction of their customers, 131 or 32.67% of the respondents strongly agreed that they regularly train their staff on quality practices to make sure that their customers get the best while more respondents' 68 (16.69%) of the respondents disagreed to this. However, as a customer satisfaction strategy, 198 (30.92%) respondents agreed that their products and services are made to undergo quality assurance tests and are certified okay before they are given out to their customers. On the other hand, 35 respondents, an equivalent of 8.73% disagreed to this. Majority of the respondents numbering 231 (57.61%) strongly agreed that they encourage their customers to evaluate their products and services, 8 of the respondents representing a mere 2.00% of them were neutral to this while 25 (6.23) of the respondents strongly disagreed with the submission.

4.5.3 Sales Growth

Table 4.25 Respondents View on Sales Growth

	A		B		C		D		E	
S/NO	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**
1	162	(40.40)	140	(34.91)	11	(2.74)	68	(16.96)	20	(4.99)
2	148	(36.91)	169	(42.14)	22	(5.49)	39	(7.23)	23	(5.74)
3	176	(43.89)	136	(33.92)	9	(2.24)	72	(17.96)	8	(2.00)
4	118	(29.43)	121	(30.17)	23	(5.74)	84	(20.95)	55	(13.72)
5	168	(41.90)	132	(32.92)	16	(3.99)	72	(17.96)	13	(3.24)
6	183	(45.64)	124	(30.92)	11	(2.74)	51	(14.21)	51	(12. 96)
7	98	(24.44)	181	(45.14)	12	(2.99)	66	(16.46)	44	(10.97)
8	168	(41.90)	123	(30.67)	21	(5.24)	48	(11.97)	40	(9.98)
9	183	(45.64)	161	(40.15)	9	(2.24)	26	(6.48)	22	(5.49)
10	196	(48.88)	131	(32.67)	23	(5.74)	31	(7.73)	20	(4.99)

Source; Field Survey, (2015)

Sales growth was another performance measure employed in this research study. Opinions of respondents were sought on how they ensure that they get large share of the market. 162 of the respondents, an equivalent of 40.40% strongly agreed that their sales growth is always informed by always putting in place appropriately and innovative EM practices.68 respondents representing 16.96% disagreed to this. To gauge the success or otherwise of their businesses, 42.14% of the respondents agreed that they use their sales growth variable to gauge the success or otherwise of their business while 5.74% strongly disagreed to it. Also, 33.92% agreed that they keep their staff abreast of the need to work hard to ensure that an improved return on

investment is ensured thereby increasing sales growth but 17.96% disagreed to this. To achieve the desired sales growth, 29.43% strongly agreed that they classify and rank customers, then decide appropriate EM practices for them while more respondents disagreed to this. Also 41.90% strongly agreed to the observation that establishing long-time relationship with their customers is one of their strategies to ensure improved sales growth although' 3.99% of the respondents were neutral to this. 30.92% strongly agreed that they ensure customer satisfaction during and after the process of product exchange to guarantee improved sales growth. On the other hand, 14.21% of the respondents disagreed to it. On the deliberate attempt to accelerate sales and growth, it was observed that 24.44% of the respondents strongly agreed that their business is systematically conducted to accelerate sales growth through the growth of their relationships with their stake holders while 2.99% of the respondents were neutral about it.

Furthermore, 41.90% of the respondents strongly agreed that in order to create value for their customers and ensure high sales growth for the business, they play multiple roles with their customers and even competitors, but 11.97% of the respondents disagreed to this. 40.15% of the respondents agreed that to ensure successful and consistent sales growth, they carry out business activities that tend to cooperate with their suppliers, customers, competitors and their staff. However, the philosophy of their increased sales growth lies in part on the exploitation of their future competitive advantages by changing the game to benefit the business and their customers. To this, 32.67% agreed while 5.74% of the respondents were neutral to it.

4.5.4 Market Share

Table 4.26: Respondents view on Market Share

	A		B		C		D		E	
S/NO	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**
1	208	(51.87)	126	(31.42)	13	(3.24)	42	(10.47)	12	(2.99)
2	196	(48.88)	113	(28.18)	16	(3.99)	61	(15.21)	15	(3.74)
3	98	(24.44)	109	(27.18)	21	(5.24)	83	(20.70)	90	(22.44)
4	126	(31.42)	131	(32.67)	19	(4.74)	90	(22.44)	35	(8.75)
5	142	(35.41)	118	(29.43)	23	(5.74)	100	(24.94)	18	(4.49)
6	176	(43.89)	143	(35.66)	11	(2.74)	54	(13.47)	27	(6.73)
7	201	(50.12)	136	(33.92)	14	(3.49)	30	(7.48)	20	(4.99)
8	163	(40.65)	140	(34.91)	17	(4.24)	63	(15.71)	18	(4.49)
9	194	(48.38)	151	(37.66)	6	(1.50)	39	(9.73)	12	(2.99)
10	186	(46.38)	136	(36.41)	12	(2.99)	34	(8.48)	23	(5.74)

Source; Researchers survey, 2015

Responses on market share of SMEs studied produced mixed results. 208 or 51.87% of the respondents strongly agreed that they engage in different EM practices to ensure that they get a large share of the market and also cope with business challenge at hand. However, 12 of the respondents representing 2.99% strongly disagreed to this.

Similarly, 196 respondents representing 48.88% strongly agreed that their EM practices are refreshed every time and more appropriate ones put in place to capture more shares in the market. This contradicts the views of 15 respondents or 15.21% who strongly disagreed to this.

Similarly, 109 or 27.18% respondents agreed that the benefits of an enhanced market share are explained to their staff so that it becomes a single voice of the customer that people refer to but more of the respondents 90 (22.44%) respondents however strongly disagreed to this.

To achieve a wide market share, 126 or 31.42% of the respondents strongly agreed that they successfully achieve wide market share as their marketing practices are successful as their clients are also engaged in their formulation. 90 or (22.44%) of the respondents however disagreed to this. To ensure the success of their firms, 142 respondents which transcends to 35.41% strongly agreed that they try to build appropriate and relevant segments and have other alternatives segments while 23 or 5.74% respondents were neutral about this, 18 other respondents strongly disagreed with that view. In another submission, 176 (43.89%) respondents strongly agreed that they are theoretical and analytical experts who know their business well and also know what would work intuitively. However, 27 or 6.73% of the respondents strongly disagreed to this. 50.12% of the respondents or 176 of them strongly agreed that their customer relationship management is done with a view of driving growth in their market share. Although 14 respondents which transcend to 3.49% were neutral to this, 20 other respondents representing 4.99% strongly disagreed with the submission.

On the assertion that EM practices of SMEs in the study area is determined by the ability to win share of the market in an efficient way, 163 respondents or 40.65% strongly agreed to the statement but 18 respondents representing 4.49% strongly disagreed with the submission. To ensure that SMEs in the study area get a large share of the market, 194 (48.38) respondents strongly agreed 37.66% agreed that they target high-valued market segments as well as those

which are less competitive and at the same time avoid shrinking segments, 12 (2.99) of the respondents however strongly disagreed with that submission.

On the issue of developing products and services to attract people from various segments of the market, 186 or 46.38% of the respondents strongly agreed that their products and services are developed to attract people from various segments of the market and make sure that their EM practices work across different views or lenses 12 respondents or 2.99% were neutral on this statement while 23 other respondents representing 5.74 % strongly disagreed. It is clear from the responses recorded that market share as a performance measure received mixed responses from the study's respondents.

4.6 Analysis of the Regression Estimates for Components of Performance on Entrepreneurial Marketing Practice

This section presents an analysis of the regression estimates for components of performance on Entrepreneurial Marketing Practice. The presentation covers performance variables made up of Return on Investment Model, Sales Growth Model, Market Share model as well as Customer Satisfaction as indicated below.

4.6.1 Return on Investment (ROI) Model

Table 4.27: Regression estimates for ROI component of SMEs performance

ROI =f (CRM, CPT, QLT, MSG, MKP)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.803	11.918		.151	.880
	CRM	.501	.155	.516	3.224	.002
	MSG	.247	.143	.453	1.719	.026
	CPT	.197	.109	.190	1.809	.077
	QLT	.079	.069	.805	1.145	.258
	MKP	-.004	.069	-.004	-.061	.051

a. Dependent Variable: ROI

Source: SPSS 20.0 Output for this study, (2015)

ROI = + 1.8030 + 0.516 CRM + 0.453MSG + 0.190CPT + 0.805QLT -0.004MKP - - (1)

S (b_i) [0.155] [0.143] [0.109] [0.069] [0.069]

p-value: (0.002) (0.026) (0.077) (0.258) (0.051)

The model specification for Return on Investment (ROI) establishes that a positive relationship exist between Customer Relationship Management (CRM) and Return on Investment (ROI) and the relationship is statistically significant ($p<0.05$). The relationship is in line with *a priori expectation*. This means that a unit increase in CRM will result to a corresponding increase in Return on Investment (ROI) by a margin of 51.6%.

ROI = + 1.8030 + 0.516 CRM + 0.453MSG + 0.190CPT + 0.805QLT -0.004MKP - - (1)

S (b_i)	[0.155]	[0.143]	[0.109]	[0.069]	[0.069]
p-value:	(0.002)	(0.026)	(0.077)	(0.258)	(0.051)

As shown by the results of the regression coefficients, a positive relationship exist between Market Segmentation (MSG) and Return on Investment (ROI) and the relationship is statistically significant (*p<0.05)* the relationship is in line with *A priori expectation*. This means that a unit increase in MSG will result to a corresponding increase in Return on Investment (ROI) by a margin of 45.3%.

A positive relationship also exists between Co-petition (CPT) and Return on Investment (ROI) and the results is statistically significant (*p<0.05)* and also in line with *a priori* expectation. This also means that a unit increase in co-petition (CPT) will cause a corresponding increase in Return on Investment (ROI) by 10.90%.

ROI = + 1.8030 + 0.516 CRM + 0.453MSG + 0.190CPT + 0.805QLT -0.004MKP - - (1)

S (b_i)	[0.155]	[0.143]	[0.109]	[0.069]	[0.069]
p-value:	(0.002)	(0.026)	(0.077	(0.258)	(0.051)

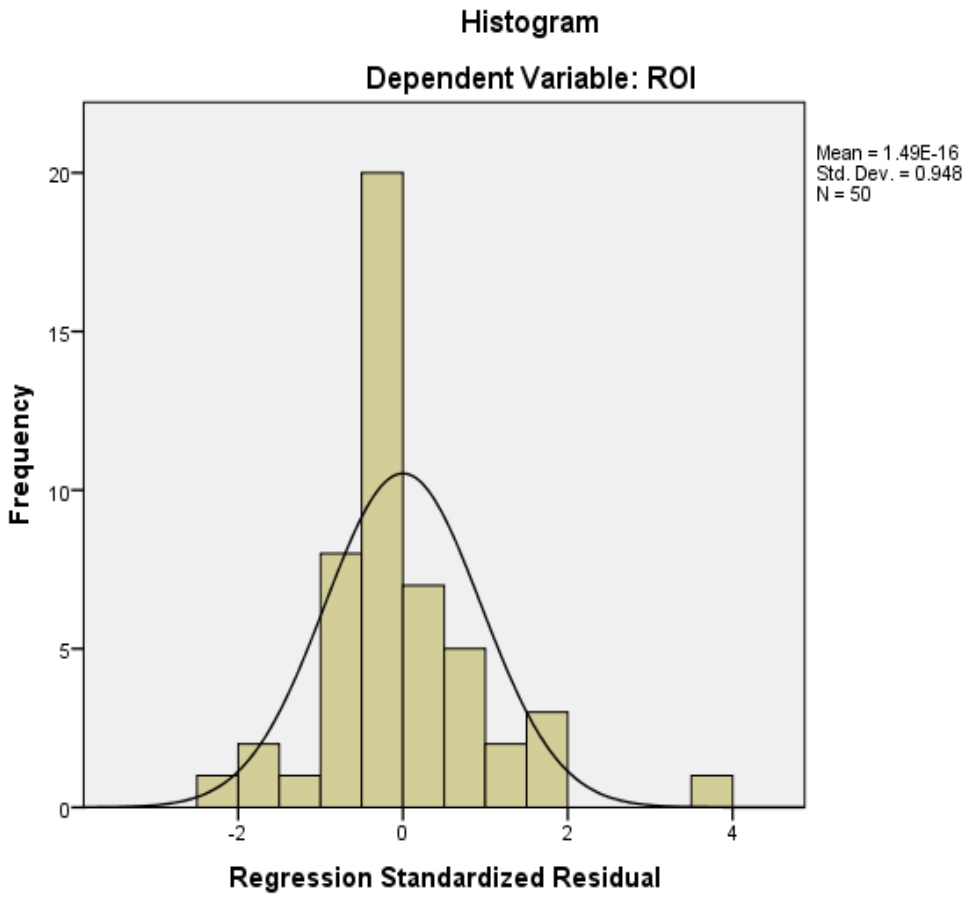
The model above shows that a positive relationship exists between Quality (QLT) and Return on Investment (ROI) and the relationship is not statistically significant (*p>0.05)*. This is however not in line with *A priori* expectation. This relationship means that a unit increase in Quality (QLT) will cause a corresponding increase in Return on Investment (ROI) by 80.5%.

ROI = + 1.8030 + 0.516 CRM + 0.453MSG + 0.190CPT + 0.805QLT - 0.004MKP - - (1)

S (b_i)	[0.155]	[0.143]	[0.109]	[0.069]	[0.069]
p-value:	(0.002)	(0.026)	(0.077)	(0.258)	(0.051)

As shown in the regression model above, there is a negative relationship between Market performance (MKP) and Return on Investment (ROI) and the relationship is statistically significant (*p<0.05).* The negative coefficient of Market performance MKP with Return on Investment (ROI) indicates that the relationship is not in line with *a priori expectation*. This also means that a unit increase in Return on Investment (ROI) will result in a corresponding decrease in and Return on Investment (ROI) by a negligible 0.4%.

Figure 4.1; Histogram of Standardized Regression Residual of Return on Investment



Source: SPSS 20.0 Output for this study, (2015)

The histogram pattern shown above indicates that there is no problem with the assumption that the residuals are normally distributed at each level of Y and constant in variance across levels of Y.

4.6.2 Sales Growth Model

Table 4.28: Regression Estimates for Sales Growth Component of SMEs Performance

SGT =f (CRM, CPT, QLT, MSG, MKP)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.539	8.598		2.622	.012
	CRM	.266	.112	.301	2.369	.022
	MSG	.334	.103	.378	3.229	.002
	CPT	.293	.079	.312	3.728	.001
	QLT	.039	.050	.442	-.790	.434
	MKP	-.103	.050	-.117	-2.080	.043

a. Dependent Variable: SGT

Source: SPSS 20.0 Output for this study, (2015)

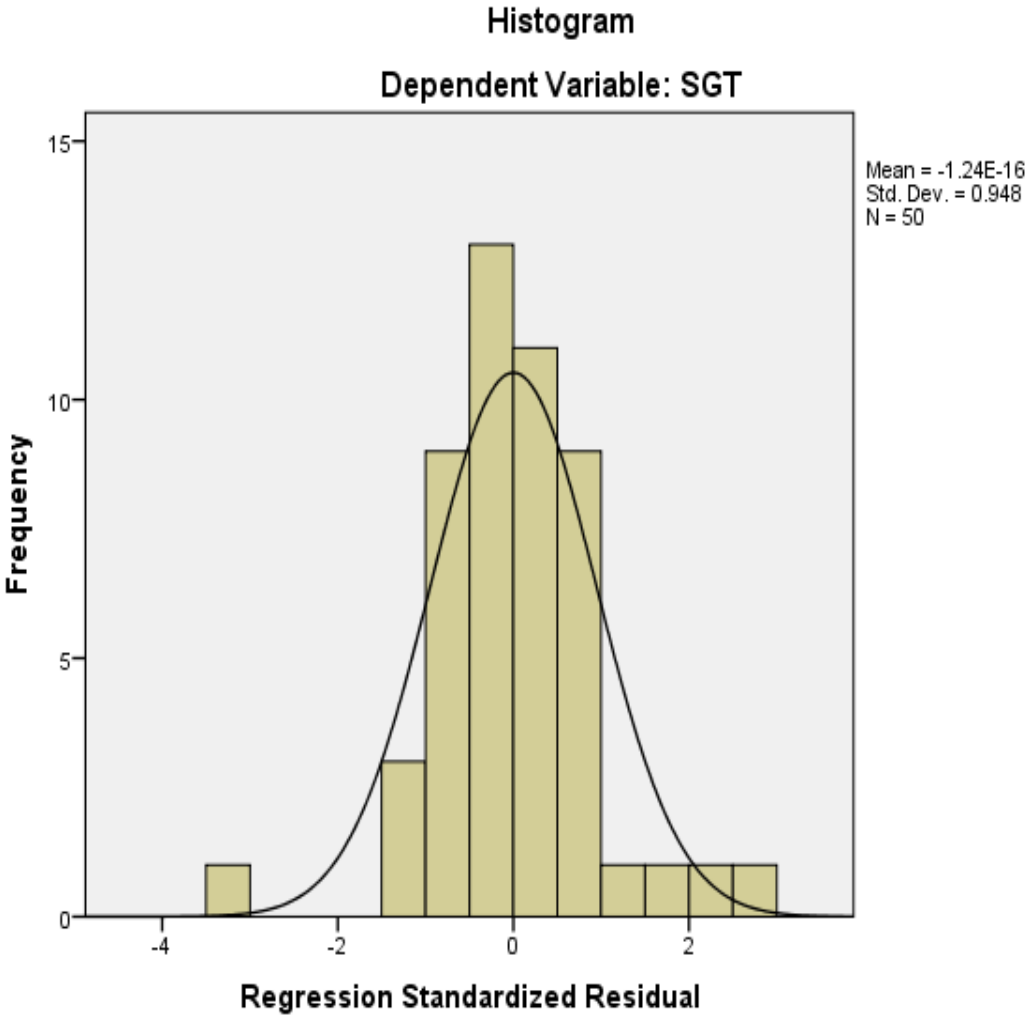
SGT = 22.539 + 0.301CRM + 0.378MSG + 0.312CPT + 0.442QLT - 0.117MKP ---- (1)

S (b_i) [0.112] [0.103] [0.079] [0.050] [0.050]

P-value: (0.112) (0.103) (0.079) (0.050) (0.050)

The model specification for Sales Growth (SGT) shows a positive relationship between Customer Relationship Management (CRM), Market Segmentation (MSG), Co-petition (CPT) and Quality (QLT) with Sales Growth (SGT). This analysis shows that CRM & MSG are not statistically significant (*p>0.05) and* the relationship is not in line with *a priori expectation*. However, Quality (QLT) was statistically significant (*p<0.05) and* the relationship is in line with *a priori expectation*. Market performance (MKP) had a negative relationship with Sales Growth (SGT).

Figure 4.2; Histogram of Regression Residual on Sales Growth



Source: SPSS 20.0 Output for this study, (2015)

The histogram pattern shown above indicates no problems with the assumption that the residuals are normally distributed at each level of Y and constant in variance across levels of Y.

4.6.3 Market Share

Table 4.29: Regression Estimates for Market Share of SMEs Performance

MKS =f (CRM, CPT, QLT, MSG, MKP)

Co-efficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.025	19.298		1.970	.055
	CRM	-.502	.252	-.544	-1.995	.052
	MSG	-.092	.232	-.099	-.395	.695
	CPT	.918	.176	.934	5.210	.000
	QLT	.083	.112	.089	.740	.463
	MKP	.112	.112	.121	1.004	.321

a. Dependent Variable: MKS

Source: SPSS 20.0 Output for this study, (2015)

MKS = 22.53 - 0.544CRM - 0.099MSG + 0.934CPT + 0.089QLT + 0.121MKP ---- (3)

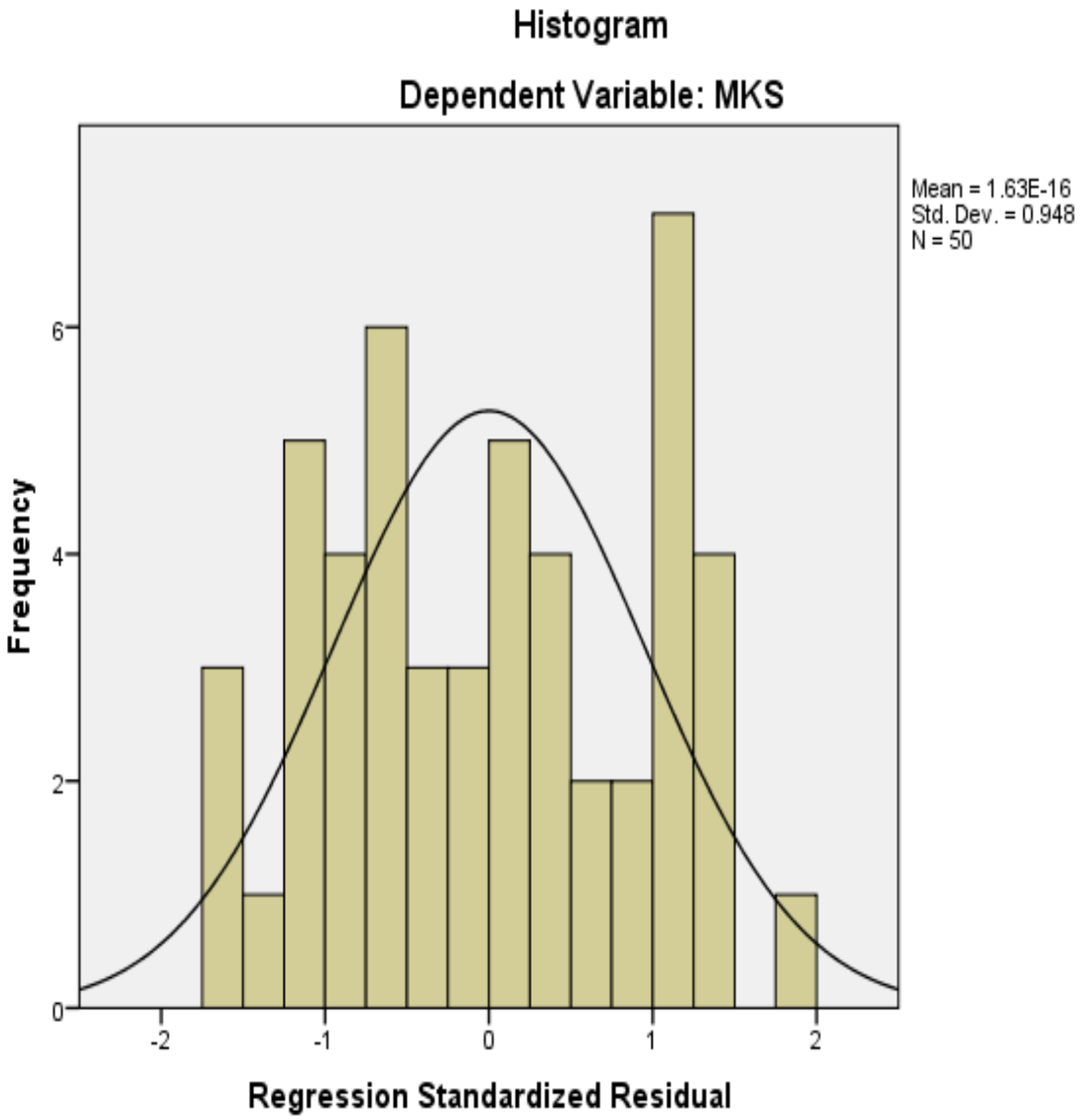
S (b_i) [0.252] [0.232] [0.176] [0.112] [0.112]

P-value: (0.052) (0.695) (0.000) (0.463) (0.321)

The model specification for Market Share (MKS) shows a positive relationship between Customer Relationship Management (CRM), Market Segmentation (MSG), Co-petition (CPT) and Quality (QLT) with Sales Growth (SGT). This analysis shows that CRM & MSG are not

statistically significant (*p>0.05) and* the relationship is not in line with *a priori expectation*. However, Quality (QLT) was statistically significant (*p<0.05) and* the relationship is in line with *a priori expectation*. Market performance (MKP) had a negative relationship with Sales Growth (SGT).

Figure 4. 3 Histogram of Regression Residual on Market share



Source: SPSS 20.0 Output for this study, (2015)

The histogram pattern shown above indicates no problems with the assumption that the residuals are normally distributed at each level of Y and constant in variance across levels of Y.

4.6.4 Customer Satisfaction

Table 4.30: Regression Estimates for Customer Satisfaction Component of SMEs Performance

CUS = f (CRM, CPT, QLT, MSG, MKP)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	76.606	21.244		3.606	.001
	CRM	-.504	.277	-.551	-1.818	.036
	MSG	.052	.256	.057	.205	.839
	CPT	.596	.194	.613	3.073	.004
	QLT	-.159	.123	-.172	-1.293	.203
	MKP	.126	.123	.137	1.024	.011

a. Dependent Variable: CUS

Source: SPSS 20.0 Output for this study, (2015)

CUS = 76.606 - 0.551CRM + 0.057MSG + 0.613CPT - 0.172QLT + 0.137MKP ---- (3)

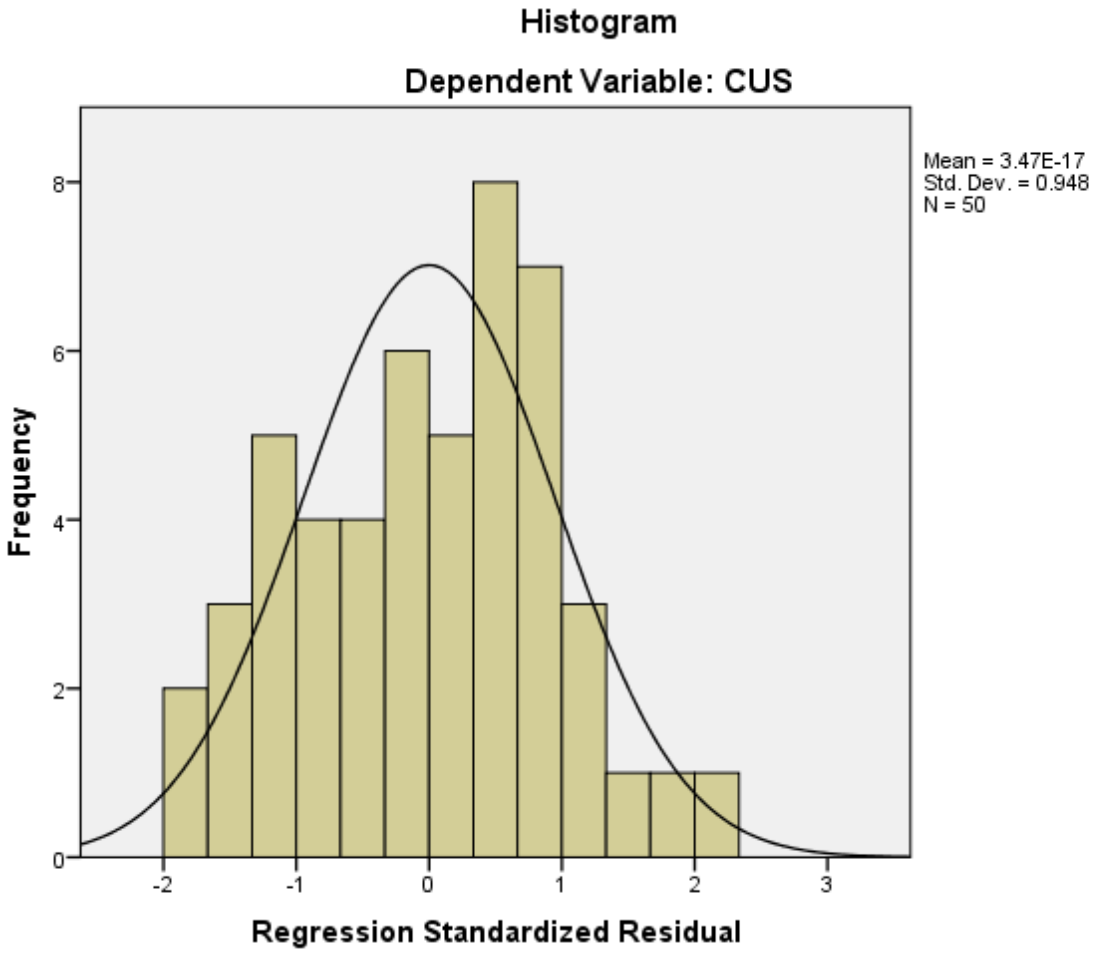
S (b_i) [0.277] [0.256] [0.194] [0.123] [0.123]

P-value: (0.036) (0.839) (0.004) (0.203) (0.011)

As shown from the model specification for Customer Satisfaction (CUS) a positive relationship exist between Market Segmentation (MSG), Co-petition (CPT) and Market performance (MKP)

with Customer Satisfaction (CUS). This analysis shows that MSG was not statistically significant (*p>0.05) and* not in line with *a priori expectation*. Co-petition (CPT) was statistically significant (*p<0.05) and* in line with *a priori expectation.* However, Quality (QLT) was statistically significant (*p<0.05) and* the relationship is in line with *a priori expectation*. Customer Relationship Management (CRM) and Quality (QLT) had a negative relationship with Customer Satisfaction (CUS).

Figure 4.4 Histogram of Regression Residual for Customer Satisfaction Dependent ariable Performance



Source: SPSS 20.0 Output for this study, (2015).

The pattern show here indicates no problems with the assumption that the residuals are normally distributed at each level of Y and constant in variance across levels of Y.

4.7 Combined effect of the model Using Performance as the dependent variable

This section present the regression output generated using the average of the sum values of performance measures used in this study. The output was futher used to test the five hypothesis developed by the study.

Goodness of fit of the model

Table 4.31: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.830[a]	.794	.786	73.19583	2.612

a. Predictors: (Constant), MKP, CPT, MSG, QLT, CRM

b. Dependent Variable: PRF

Source: SPSS 20.0 Output for this study, (2015)

The coefficient of determination R^2 for the study is 0.794 or 79.4%. This indicates that 79.4% of the variations in the model can be explained by the explanatory variables of the model while 20.6% can be attributed to unexplained variation captured by the error term. The Adjusted R Square (78.6%) show a negligible penalty for additional explanatory variables introduced by the researcher. The Durbin Watson statistics is 2.612; this shows that autocorrelation was not a problem in the model of the study.

Table 4. 31: Regression Estimates for SME performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.911	4.083		.738	.465
	MSG	.897	.230	.767	.894	.038
	CPT	.184	.637	-.174	-1.137	.026
	QLT	.378	.139	.353	.226	.002
	MKP	.583	.116	.579	1.019	.031
	CRM	.646	.109	.608	.456	.012

a. Dependent Variable: PRF

Source: SPSS 20.0 Output for this study, (2015)

4.7.1 Customer Relationship Management

The outcome of data analysis performed shows that a positive relationship exist between Customer Relationship Management (CRM) and Performance of SMEs (PRF) and the relationship is statistically significant ($p<0.05$) and in line with *a priori* expectation. This means that a unit increase in Customer Relationship Management (CRM) will result to a corresponding increase in Performance of SMEs (PRF) by a margin of 60.8%.

4.7.2 Market Segmentation

As shown by the results of the regression coefficients above, a positive relationship exist between Market Segmentation (MSG) and Performance (PRF) of SMEs in the study area and the relationship is statistically significant ($p<0.05$) and in line with *a priori* expectation. This means

that a unit increase in MSG will result to a corresponding increase in Performance of SMEs (PRF) by a margin of 76.7 %.

4.7.3 Co-petition

A negative relationship exists between Co-petition (CPT) and Performance of SMEs (PRF) and the results is statistically significant (*p<0.05)* and not in line with *a priori* expectation. This also means that a unit increase in co-petition (CPT) will cause a corresponding decrease in Performance (PRF) of SMEs by 17.4%.

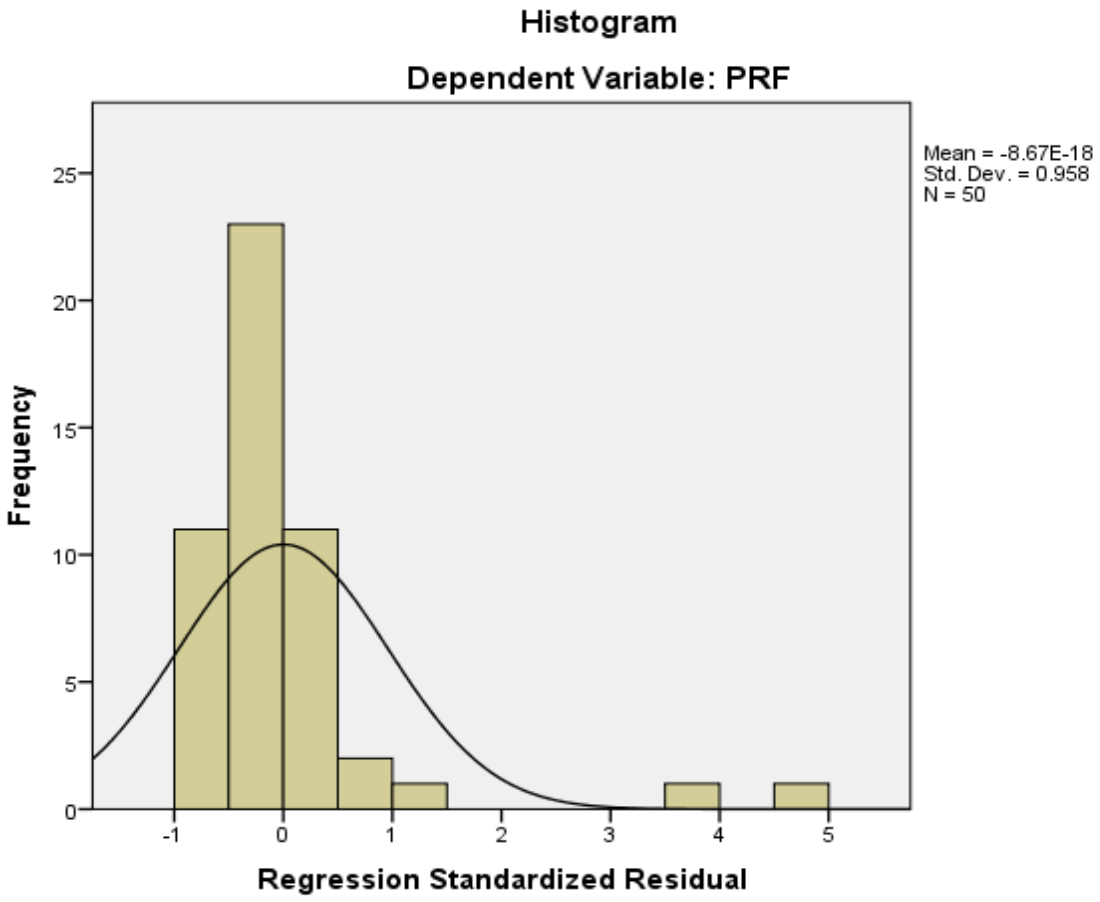
4.7.4 Quality

A negative relationship exist between Quality (QLT) and Performance of SMEs (PRF) and the relationship is statistically significant (*p<0.05)* and however not in line with *A priori expectation*. This means that a unit increase in QLT will result to a corresponding decrease in Performance (PRF) of SMEs by a margin of 35.3%.

4.7.5 Market Promotion

A negative relationship exists between Market promotion (MKP) and Performance of SMEs (PRF) and the relationship is statistically significant (*p<0.05)* and however in line with *a priori* expectation. This means that a unit increase in Market promotion (MKP) will result to a corresponding increase in Performance (PRF) of SMEs by a margin of 57.9%.

Figure 4. 5: Regression Residual of SME Performance



Source: SPSS 20.0 Output for this study, (2015)

The sketch above shows a plot of the residuals versus predicted Y which in our case is performance of SMEs. The pattern show here indicates no problems with the assumption that the residuals are normally distributed at each level of Y and constant in variance across levels of Y.

4. 8 Test of study Hypotheses

Using Standard error to test the study hypotheses, we have the following decision rule.

If the standard error of b_i **[***S* $(b_i) > 1/2b_{i]}$ we accept the null hypothesis, that is, we accept that the estimate b_i is not statistically significant at the 5% level of significance.

If the standard error of b_i *[S* $(b_i) < 1/2b_i$] we reject the null hypothesis, in other words, that is, we accept that the estimate b_1 is statistically significant at the 5% level of significance.

Table 4. 32: Regression Estimates for SME performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.911	4.083		.738	.465
	MSG	.897	.230	.767	.894	.038
	CPT	.184	.637	-.174	-1.137	.026
	QLT	.378	.139	.353	.226	.002
	MKP	.583	.116	.579	1.019	.031
	CRM	.646	.109	.608	.456	.012

a. Dependent Variable: PRF

Source: SPSS 20.0 Output for this study, (2015)

4.8.1 Test of hypothesis one

Ho_1 = Customer *Relationship Management has no significant effect on the performance of SMEs in Makurdi Metropolis*.

Table 4.33: Effect of CRM on SMEs performance

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	12.911	4.083		.738	.465
MSG	.897	.230	.767	.894	.038
CPT	.184	.637	-.174	-1.137	.026
QLT	.378	.139	.353	.226	.002
MKP	.583	.116	.579	1.019	.031
CRM	.646	.109	.608	.456	.012

a. Dependent Variable: PRF

Source: SPSS 20.0 Output for this study, (2015)

PRF = 12.911 + 0.767MSG - 0.174CPT + 0.353QLT + 0.579MKP + 0.608**CRM**

$S(b_i)$:	[0.230]	[0.637]	[0.139]	[0.116]	[0.109]
P-value:	{0.038}	{0.026}	{0.002}	{0.031}	{0.012}

From the regression equation above we have,

$b_5 = 0.608$

Standard deviation of $b_5 = 0.109$

$H_{0:}\ b_5 = 0$

$H_{0:}\ b_5 \neq 0$

½ b_5 equals 0.304

Using the standard error test, $S\ (b_5) > 1/2b_5$ above, $0.109 < 0.304$. We therefore have no option than to reject the null hypothesis and instead, accept the alternative one since the estimate b_5 is statistically significant at the 5% level of significance. This implies that Customer Relationship Management (CRM) has a significant effect on Performance of SMEs (PRF).

Findings On the relationship on the effect of Customer Relationship Management on SMEs performance as analysed above are in line with the findings of similar studies by Hisham, (2011), Adiele, Revd and Didia, (2011), Siamak, Shahram, Mohammad and Reza, (2013), Coltman, Devinney and Midgley, (2014) etc, whose findings all attest to the fact that CRM significantly and positively affect business performance. The implication of the study is that SMEs should generally increase their customer relationship management strategies so as to enhance their level of business viability and enhance their chances of sustained higher performance.

The CRM outcomes are influenced by several CRM implementation issues, technological systems and processes are decisive for CRM activities, but without the appropriate human interactions the actual outcomes will not reach the expected level (Boulding, Staelin, Ehret and Johnston, 2005). Besides, if the company does not have a culture focused on development of long term customer relationships; CRM implementation might not yield the expected results (Dunu and Horaniu, 2011). SMEs are therefore advised and encouraged to properly implement

CRM since same has been statistically and empirically proved to have a positive effect on performance.

4.8.2 Test of hypothesis two

H_{o2} = *The performance of SMEs in Makurdi Metropolis is not significantly affected by the effect of market segmentation*

Table 4. 34 Effect of Market Segmentation on SMEs performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.911	4.083		.738	.465
	MSG	.897	.230	.767	.894	.038
	CPT	.184	.637	-.174	-1.137	.026
	QLT	.378	.139	.353	.226	.002
	MKP	.583	.116	.579	1.019	.031
	CRM	.646	.109	.608	.456	.012

a. Dependent Variable: PRF

Source: SPSS 20.0 Output for this study, (2015)

PRF = 12.911 + 0.767MSG - 0.174CPT + 0.353QLT + 0.579MKP + 0.608CRM

$S(b_i)$: [0.230] [0.637] [0.139] [0.116] [0.109]

P-value: {0.038} {0.026} {0.002} {0.031} {0.012}

From the regression equation above we have,

$b_1 = 0.767$

Standard deviation of $b_1 = 0.230$

$H_{0:}\ b_1 = 0$

$H_{1:}\ b_1 \neq 0$

½ b_1 equals 0.3835

Using the standard error test, $S(b_i) < 1/2b_i$ above, $0.230 < 0.3835$.

Based on the above findings, we are compelled to reject the null hypothesis. That is, we accept that the estimate b_1 is statistically significant at the 5% level of significance. This implies that market segmentation (MSG) has a significant effect on Performance (PRF) of SMEs during the study period.

The result of this study is in line withthat of many other similar studies including those of Onaolapo, Salami and Oyedokun, (2011), Adina, (2011), Puwanenthiren, (2012), Premkanth, (2012) who all agree that Market Segmentation has a lot of positive effect on performance. On the contrary, the study contradicts the findings of Foedermayr and Diamantopoulos (2008: 256) whose study concludes that market segmentation practice offers little practical help and guidance to marketers who seek to implement it. The lack of market segmentation's positive effect on performance may be because a) the segmented market is so small that marketing to only a part of it is unprofitable, b) heavy users represent so large a proportion of sales that they are the only viable target, or c) the brand is so dominant that targeting only one or two segments would not benefit sales.

This study has been empirically and statistically proved that market segmentation has positive effect on SMEs performance. SMEs managers and operators are therefore urged to put in place

appropriate and effective market segmentation practices to brighten their chances of effectively winning competitions as well as enhancing their firms perfprmance.

4.8.3 Test of hypothesis three

H_{o3} = *Co-opetition has no effect on the performance of SMEs in Makurdi Metropolis.*

Table 4. 35: Effect of Co-opetition on SMEs performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.911	4.083		.738	.465
	MSG	.897	.230	.767	.894	.038
	CPT	.184	.637	-.174	-1.137	.026
	QLT	.378	.139	.353	.226	.002
	MKP	.583	.116	.579	1.019	.031
	CRM	.646	.109	.608	.456	.012

a. Dependent Variable: PRF

Source: SPSS 20.0 Output for this study, (2015)

Going by our model specification as shown below,

PRF = 12.911 + 0.767MSG - 0.174**CPT** + 0.353QLT + 0.579MKP + 0.608CRM

$S(b_i)$:	[0.230]	[0.637]	[0.139]	[0.116]	[0.109]
P-value:	{0.038}	{0.026}	{0.002}	{0.031}	{0.012}

From the regression equation above we have,

$b_2 = -0.174$

Standard deviation of $b_2 = 0.637$

$H_{0:} b_2 = 0$

$H_{0:} b_2 \neq 0$

½ b_1 equals

Using the standard error test, $S(b_2) > 1/2b_2$ above, $0.637 > -0.087$. Based on the result of the analysis presented above, we accept the null hypothesis. That is, we accept that the estimate b_2 is statistically significant at the 5% level of significance. This implies that Co-petition (CPT) has no significant effect on the Performance (PRF) of SMEs in the study area.

The findings of this study agrees with the findings of similar previous studies including**;** Kossyva and Georgopoulos, (2013); Ritala, (2012); Ritala, (2012); Gnyawali and Park, (2011), Nieto and Santamaria, (2007) that co-opetition has a negative effect on business performance. The findings are however contrary to similar previous findings that co-opetition have positive effects on performance e. g Belderbos *et al*. (2004), Pereira, Leitao and Devezas, (2008); Vasudeva & Anand (2011); Gnyawali and Park, (2011); Kossyva, Sarri and Georgopoulos, (2012) Granata, (2013); Kossyva and Georgopoulos, (2013); Kossyva, Sarri and Georgopoulos, (2014).This might be connected with factors like lack of sincerity of the parties involved in the co-opetition exercise and that of SMEs managers/operators, government interference, economic condition, and influence of technology, political factors and other regulatory measures. It may also relate to the nature of competition prevailing in the business environment etc.

4.8.4 Test of hypothesis four

Ho_4 = *The performance of SMEs in Makurdi metropolis is not significantly affected by the effect of Quality*.

Table 4.36: Effect of Quality on SMEs performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.911	4.083		.738	.465
	MSG	.897	.230	.767	.894	.038
	CPT	.184	.637	-.174	-1.137	.026
	QLT	.378	.139	.353	.226	.002
	MKP	.583	.116	.579	1.019	.031
	CRM	.646	.109	.608	.456	.012

a. Dependent Variable: PRF

Source: SPSS 20.0 Output for this study, (2015)

Going by our model specification as shown below,

PRF = 12.911 + 0.767MSG - 0.174CPT + 0.353**QLT** + 0.579MKP + 0.608CRM

$S(b_i)$: [0.230] [0.637] [0.139] [0.116] [0.109]

P-value: {0.038} {0.026} {0.002} {0.031} {0.012}

From the regression equation above we have,

$b_3 = 0.353$

Standard deviation of $b_3 = 0.139$

$H_{0:}\, b_3 = 0$

$H_{0:}\, b_3 \neq 0$

½ b_3 equals 0.1765

Using the standard error test, $S(b_2) > 1/2b_2$ above, $0.139 < 0.1765$. We reject the null hypothesis. That is, we have no option than to accept the alternative hypotheses that the estimate b_3 is statistically significant at the 5% level of significance. This implies that Quality (QLT) has a significant effect on Performance of SMEs (PRF).

The above finding is in line with similar studies including those of Buzzell and Gale, (1987), Flynn, Schroeder & Sakakibara, (1994), Khairul, Rushami & Zakaria, (2001), Madu, Kuei & Lin, (1995), Phillips, Chang and Buzzell, (1983), Powell, (1995), Zeithaml, Berry and Parasuraman, (1996), Rust, Zahorik and Keiningham, (1995). The findings of this study however contradict those of Singh and Smith (2003) and Terziovski and Samson (1998) whose studies found no empirical evidence that TQM promotes better performance in business. Such differences may be attributed to factors like government interference, economic condition, influence of technology, political factors and other regulatory measures.

4.8.5 Test of hypothesis five

H_{o5} = *Market promotion has no effect on SMEs performance in Makurdi metropolis*.

Table 4. 37: Effect of market promotion on SMEs performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.911	4.083		.738	.465
	MSG	.897	.230	.767	.894	.038
	CPT	.184	.637	-.174	-1.137	.026
	QLT	.378	.139	.353	.226	.002
	MKP	.583	.116	.579	1.019	.031
	CRM	.646	.109	.608	.456	.012

a. Dependent Variable: PRF

Source: SPSS 20.0 Output for this study, (2015)

Going by our model specification as shown below,

PRF = 12.911 + 0.767MSG - 0.174CPT + 0.353QLT + 0.579MKP + 0.608CRM

$S(b_i)$: [0.230] [0.637] [0.139] [0.116] [0.109]

P-value: {0.038} {0.026} {0.002} {0.031} {0.012}

From the regression equation above we have,

$b_4 = 0.579$

Standard deviation of $b_3 = 0.116$

$H_{0:}\ b_4 = 0$

$H_{0:}\ b_4 \neq 0$

½ b_4 equals 0.2895

Using the standard error test, $S\ (b_4) < 1/2b_4$ above, 0.116 < 0.2895. Based on the above findings, we have no option than to reject the null hypothesis since the estimate b_3 is statistically significant at the 5% level of significance. We therefore accept the alternative hypotheses that there is a positive relationship between marketing promotion and SMEs performance in Makurdi metropolis which also implies that Market Promotion (MKP) has a significant effect on Performance of SMEs (PRF).

The finding of this study is in line with many other similar studies including those of Ibojo and Ogunsiji, (2013), Kolabi, Hossein and Farsi, (2012) Ahuja, Michels, Walker and Weissbuch, (2007), DelVecchio, Devon, David and Freling, (2006) Shira, (2003), Rotimosho (2003). The findings of these studies conclude that marketing promotion has positive effect on business performance. The findings of this study are however contrary to Chen, (2014) who investigated promotional activities of local wine marketers in vandeikya local government of Benue state and submit that marketing promotion has a negative effect on business performance. Hence, this might be connected with lack of effective promotion, government interference, economic condition, and influence of technology, political factors and other regulatory measures.

4. 9 Discussion of Research findings

The discussion of this study basically focused on the research questions earlier on stated in chapter one of the study. The said research questions were answered by research objectives. The research questions were as follows: 1) To what extent does Customer Relationship Management

(CRM) affects the performance of SMEs in Makurdi Metropolis? 2) What is the effect of Market Segmentation, on the return on investment of SMEs in Makurdi Metropolis? 3) How has co-opetition affected the sales growth of SMEs in Makurdi Metropolis of Benue state? 4) To what extent does Quality affected the performance of SMEs in Makurdi Metropolis? and 5) How is the performance of SMEs in Nigeria affected by the effects of marketing promotion in Makurdi Metropolis of Benue state?. Discussion as presented here therefore, focus on the statistical analysis conducted as well as the hypotheses tested in the course of the study.

4.9.1 Effect of Customer Relationship Management (CRM) on SMEs Performance

In the first research question of this study, the researcher sought to know the effect of Customer Relationship Management (CRM) on the performance of SMEs in Makurdi Metropolis. The question aimed to assess whether Customer Relationship Management (CRM) can be a good predictor toward SMEs performance in Makurdi metropolis of Nigerian. This research question was also represented in the first research hypothesis that, *Customer Relationship Management has no effect on the performance of SMEs in Makurdi Metropolis in Benue.* Multiple linear regressions were conducted to test this hypothesis as earlier on indicated in the research model specification. Using the standard error test, $S(b_5) < 1/2b_5$ above, $0.109 < 0.304$. We therefore had no option than to reject the null hypothesis and instead, accept the alternative one. That is, we accept that the estimate b_5 is statistically significant at the 5% level of significance. This implies that Customer Relationship Management (CRM) has a positive effect on the Performance (PRF) of SMEs and the relationship is statistically significant ($p<0.05$) and in line with *a priori* expectation. This also means that a unit increase in Customer Relationship Management (CRM) will result to a corresponding increase in Performance of SMEs (PRF) by a margin of 60.8%.

The findings of this study are in line and also agree with findings of many other similar research studies. For example, Mohammed and Rashid, (2012) studied the Relationship among CRM Dimensions, Marketing Capabilities and Hotel Performance? The study revealed that Customer Relationship Management (CRM) has a growing popularity and is becoming one of the hottest academic and practical topics in the business field. In fact, due to the competitive environment, CRM is crucial and has become a niche for firm performance.

Halmajan, (2011) studied the Effect of Organizational Readiness on CRM and Business Performance. The paper particularly examined the direct outcomes of the CRM activities, as well the relationship among these outcomes and business performance on 82 companies operating in the Western region of Romania. It analysed the effect of the level of organisational CRM readiness on the degree to which companies implemented CRM activities. Result of the analysis revealed that CRM generates superior business performance.

Adiele and Gabriel, (2013) investigated Customer Relationship Management and Bank Performance in Nigeria: An Empirical Validation Study. This study was particularly designed to examine the impact of Customer Relationship Management (CRM) on the Business Performance of Nigeria money deposit banks. After adopting an appropriate methodology, forty copies of structured questionnaire were our primary data collection instrument which were distributed to ten functional and registered money deposit banks in south-south zone of Nigeria. However, the postulated hypotheses were tested by employing the Spearman Rank Correlation Coefficient (SRCC) statistical tool which was facilitated by the Statistical Packages for Social Sciences (SPSS). The study however showed that a significant relationship exists between CRM and & Bank Performance in Nigeria.

The findings of the research are also in line with that of Hisham (2011), who investigated Customer Relationship Management and its Relationship to the Marketing Performance. The study aimed at exploring the theoretical foundations of customer relationship management and its relationship to the marketing performance from the several perspectives. CRM was derived from relevant marketing literature and the researchers' interaction with respondents in the study area. The findings of the study show that positive relationships exist between CRM and marketing performance.

Findings of this research study also agree with Borsaly (2014) who researched on the "Effect of Customer Relationship Management on Organizations performance and Competitive Advantage-Effect of Process and Information Technology". The study particularly examined the effects of CRM implementation on organizations' performance and on their competitive advantage. Following the resource-based view of the firms and customer centricity approach, CRM strategy is conceptualized as a useful tool employed by organizations to increase customer value and to create a desired customer experience by effectively enhancing their service capabilities given to their customers. Based on Handen (2000) five dimensions (strategy, organization, technology, segmentation and process) to implement a CRM project effectively, this study investigates the effects of technology and process as dimensions of CRM on organizations performance and their competitive advantage. The study is a descriptive-survey research. The descriptive part was to collect data about the literature on the topic, and the survey method is to confirm or refuse the study's hypotheses. A questionnaire was used for obtaining the information used for the research hypotheses testing and analysis. The statistical population consists of a sample of 22 banks drawn randomly from the Egyptian market and the data collected were subjected to correlation analysis in pursuance of the study's stated objectives. The results indicate that there are positive

relationship between CRM implementation and banks performance and their competitive advantages.

Similarly, findings from this study are in line with those of Coltman, (2007) who researched on "Customer Relationship Management and Firm Performance". The study examined the impact of Customer Relationship Management (CRM) on firm performance using a hierarchical construct model. Following the resource-based view of the firm, strategic CRM is conceptualized as an endogenously determined function of the organization's ability to harness and orchestrate lower order capabilities that comprise physical assets, such as IT infrastructure, and organizational capabilities, such as human analytics and business architecture. Our results reveal a positive and significant path between a superior CRM capability and firm performance. In turn, superior CRM capability is positively associated with human analytics and business architecture. We also find that CRM initiatives jointly emphasizing customer intimacy and cost reduction outperform those taking a less balanced approach. From our findings, it has been proved that Customer Relationship Management has a positive impact on the performance of SMEs in Makurdi Metropolis.

4.9.2 Effect of Market Segmentation on SMEs Performance

The second research question of this study sought to establish the Effect Market Segmentation has on the performance of SMEs in Makurdi Metropolis. The aim of the question was to assess the nature of effect Market Segmentation has on the performance of SMEs in the study area and whether the variable is a good predictor toward SMEs performance in Makurdi metropolis of Nigeria.

This research question was also represented in the second research hypothesis that, *the performance of SMEs in Makurdi Metropolis is not significantly affected by the effect of market segmentation entrepreneurial marketing practice. To test this study hypothesis,* Multiple linear regressions were employed. From the regression equation used, we have, $b_1 = 0.767$ Standard deviation of $b_1 = 0.230$, $H_{0:}\ b_1 = 0$, $H_{0:}\ b_1 = 0$, ½ b_1 equals 0.3835. Using the standard error test, $S(b_i) < 1/2b_i$ above, 0.230< 0.3835. By the result of the regression coefficients obtained, It is clear that a positive relationship exists between Market Segmentation (MSG) and the Performance (PRF) of SMEs in the study area and the relationship is statistically significant ($p<0.05$) and in line with *a priori* expectation. This implies that a unit increase in MSG will result to a corresponding increase in Performance (PRF) of SMEs by a margin of 76.7 %. It is also clear that the estimate b_1 is statistically significant at the 5% level of significance. This ALSO implies that market segmentation (MSG) has a significant effect on Performance (PRF) of SMEs in Makurdi metropolis during the study period. We therefore have no option than to reject the null hypothesis and accept the alternative one that market segmentation positively affect SMEs performance.

The findings of this research study agree with findings of similar previous studies. For example, Boejgaard and Ellegaard, (2010) "studied Unfolding implementation in industrial market segmentation". The study particularly investigated the interrelationships among brand personality, brand preference, customer perceived value, and golfers' performance in the context of Taiwan's golf clubs market. The theoretical and statistical relationships among these constructs are developed and verified. Using survey data from 345 out of 1,000 randomly selected golfers, this study employs Discriminate Analysis to examine the research hypotheses. The findings reveal that (1) notable brand personality factors including Reliability, Fashion,

Masculine, Excitement, Wholesome, Leadership, Sentiment, Feminine, and Uniqueness could explain brand preference to a large extent, (2) golfers' customer perceived value regarding various golf brands are considerably dissimilar, and (3) golfers' deviation in performance significantly relates to brands. In addition to conventional bases for market segmentation (i.e., demographics, psychographics, lifestyles, etc.), the research study clearly provided practical guidelines of implementing brand personality for market segmentation and promotion strategies. Brand personality proves to be a useful segmenting variable. The findings and the statistical results offer supportive evidence for implementing appropriate branding management on both functional (i.e. customer perceived value and performance) and emotional attributes (i.e., brand personality) in order to enhance competitiveness.

Findings of this study also agree with those of Puwanenthiren (2012) who investigated "Market Segmentation and Its Impact on Customer Satisfaction with Especial Reference to Commercial Bank of Ceylon PLC in Sri Lanka". Puwanenthirens' (2012) study hypothesized that Market Segmentation has high positive impact on customer Satisfaction. After a careful analysis, the research finds that Customer satisfaction with Market Segment have high positive correlation 0.726. This means that high level of four market segment leads to a high increase in the customer satisfaction. This Co-efficient of determination 0.526 that the customer satisfaction in accounted for by market segment. In this connection, hypothesis is accepted. That is, market segments and marketing mix have strong impact on customers' satisfaction.

Similarly, findings from this study are in line with those of Adina, (2011) who studied "Market segmentation capability and business performance: A reconceptualisation and empirical validation". Adina's (2011) research addressed the above issue by reconceptualising market

segmentation as a dynamic capability, identifying the components of a firm's segmentation capability and determining its influence on business performance. Consequently, the research provided quantifiable evidence that the impact of segmentation has been identified as a priority. The research study which was conducted within the critical realism paradigm adopted a sequential qualitative-quantitative methodology. The quantitative findings support a process of analysis-integration-execution of segmentation schemes and also suggest three additional pathways of influence from segmentation analysis to business performance. These pathways are found to depend on the market growth rate and firms' marketing resources.

The main theoretical contribution relates to the delineation of market segmentation as a dynamic capability, providing new insights into market segmentation as a managerial practice. Significant contributions are also generated by the confirmation of a significant relationship between segmentation capabilities and business performance and the identification of pathways of influence between them, explained by the development of segmentation execution capability and generic marketing capabilities.

Findings from this study also agree with findings from similar studies here in Nigeria including the research from Onaolapo, Salami and Oyedokun, (2011) who investigated "Marketing Segmentation Practices and Performance of Nigerian Commerical Banks". The study examined the impact of marketing segmentation practices on the performance of selected Nigerian commercial banks in the post consolidation era of 2005 to date. Data employed were mainly secondary while the research design was exploratory in nature relating such basic variables as market segmentation practices of market share; pricing and geographical branch location to performance. A Statistical test using Herfindah Hirschman Index was used as surrogate for

market concentration which was tested against performance. Findings indicate that banks with high level of market share demonstrate high customer retention ability and lower overall unit operating expenses.

On the contrary, our study's findings contradict the findings of Foedermayr and Diamantopoulos (2008: 256) whose study on "Exploring the construct of segmentation effectiveness: Insights from international companies and experts" concluded that market segmentation practice offers little practical help and guidance to marketers who seek to implement it.

The lack of market segmentation's positive effect on performance may be because a) the segmented market is so small that marketing to only a part of it is unprofitable, b) heavy users represent so large a proportion of sales that they are the only viable target, or c) the brand is so dominant that targeting only one or two segments would not benefit sales. It is there clear that market segmentation has positive effect on business performance especially when the segmentation practice is effective, appropriate, timely and proportional to the size of the market.

4.9.3 Effect of Co opetition on SMEs Performance

The third research question of the study was; what effect co-opetition has on the performance of SMEs in Makurdi Metropolis? The aim of the question is to assess whether co-opetition can be a good predictor toward SMEs performance in Makurdi metropolis of Nigerian. This research question was also represented in the third research hypothesis which hypothesized that; *Co-opetition has no positive effect of SME performance in Makurdi Metropolis.* Again multiple linear regressions were used to test this hypothesis. From the regression equation put in place, we have, $b_2 = -0.174$, Standard deviation of $b_2 = 0.637$, $H_{0:}\, b_2 = 0$, $H_{0:}\, b_2 = 0$, ½ b_1 equals. Using the standard error test, $S(b_2) > 1/2b_2$ above, $0.637 > -0.087$. Thus, we have no option but to accept

the null hypothesis and reject the alternative one that Co-opetition has a negative effect on the performance of SMEs in Makurdi metropolis of Benue state, Nigeria. This implies that a negative relationship exists between Co-petition (CPT) and Performance (PRF) of SMEs and the results is statistically significant ($p<0.05$) and not in line with *a priori* expectation. This also means that a unit increase in co-petition (CPT) will cause a corresponding decrease in Performance (PRF) of SMEs by 17.4%. Based on the above findings, we are constrained and therefore had no option than to accept that the estimate b_2 is statistically significant at the 5% level of significance. This implies that Co-petition (CPT) has no significant effect on the Performance (PRF) of SMEs in Makurdi metropolis.

Findings of this study are in line with findings of other similar studies. Gnyawali and Park, (2009) investigated Co-opetition and technological innovation in small and medium-sized enterprises: a multilevel conceptual model. The study's findings show that co-opetition strategy is not a panacea as it must often results to high risk of opportunistic behavior among partners, technological risks, management challenge, loss of control, information leakage as well as miscommunication. The above identified problems and similar other ones are capable of causing low performance in business operations.

Asaro, (2014) investigated the "Importance of diverse collaborative net-works for the novelty of product innovation". The research work concluded that in terms of innovation, co-opetition is considered a risky strategy which can be harmful to a firm's innovation performance. Similarly, (2012). A Coopetitive Approach to Financial Markets Stabilization and Risk Management, Advances in Computational Intelligence, Communications in Computer and Information Science. The research study find that there is a high risk of opportunism and a lack of trust when

competing organizations share knowledge as they might lose their proprietary knowledge which can affect performance. The study however concludes that SMEs have to develop the ability to manage and maintain many different co-opetitive relationships so as to balance both cooperative and competitive elements. It identified factors which are likely to make a co-opetition strategy successful as the management commitment, the development of high trust and dependency as well as communication management in order to systematically plan, implement, monitor and review all communication channels within and outside the company.

In another study, Schiliro, (2012) studied a Coopetitive Model for the Green Economy, (Economic Modelling). The study particularly looked into Coopetition promises and challenges. The study discovered that co-opetition strategy raises public policy issues as firms' potential anti-competitive behaviors may arise especially in the 21st Century Management due to its high complexity; Such behaviors mainly concern the fear of collusion between large firms which can lower the degree of competition in a market by restraining outputs and raising prices. They might be advantageous to firms in the short term but eventually firms' long term sustainability is undermined. Despite the fact that co-opetition is considered a value creating strategy for maximizing profit for the participating actors, it may sometimes reduce competition and become harmful for the customers who will negatively affect performance Georgopoulos, (2014)).

In a similar submission, Ritala, (2012) investigated Coopetition strategy – when is it successful? The study particularly gathered empirical evidence on Innovation and Market Performance. From the antitrust regulators' point of view, the study conclude that, co-opetition is likely to be problematic in the downstream side of the value chain, such as joint marketing activities and so have a negative effect on business performance.

The research finding however disagrees with other similar findings including those of Ghobadi, (2012) who studied "Coopetitive relationships in cross-functional software development teams: How to model and measure. The study examined the effects of coopetition and coopetition capability on coopetition-based innovation using both a longitudinal research design in the semiconductor industry and an exemplar case study of coopetition. To represent coopetition, it employed four combinations with two types of competition (technology competition and market competition) and two types of cooperation (type strength of a focal alliance and tie strength between partners). The empirical evidence indicates that the balance between competition and cooperation at both the dyadic and portfolio levels increase the potential of firms to generate greater innovation performance from coopetition.

Jorde and Teece, (1989): investigated Competition and cooperation: Striking the right balance in Califonia. The research study found that Strategic alliances may help partners to specialize in core business and gain access to certain assets that the firm do not own but are necessary for developing a certain activity. It also found that competition is interesting in order to avoid complacence and to keep the creative tension within organizations. It concludes that striking a balance between competition and cooperation (*co-opetition*) plays a key role in the performance and survival of business enterprises.

Kossyva, Sarri and Georgopoulos, (2014) researched on Co-Opetition: A Business Strategy for SMEs in Times of Economic Crisis. The study discussed the various definitions and types of co-opetition strategy and addresses the implications of economic crisis on SMEs. It finally suggest that co-opetition could be an appropriate business strategy for SMEs in difficult economic conditions provided that they develop a co-opetitive portfolio with different kinds of partners by seeking to obtain the advantages of each partnership and become more competitive.

Clearly, it can be rightly concluded that when partners involved in co-opetitive strategy are honest to themselves and to the agreement and arrangements put in place, Co-opetition is obviously a high yielding business performance variable.

4.9.4 Effect of Quality on SMEs Performance

The fourth research question for this study was: To what extent does Quality affect the performance of SMEs in Makurdi Metropolis? The aim of the question is to assess whether co-opetition can be a good predictor toward SMEs performance in Makurdi metropolis. This research question also represents the forth research hypothesis that; *the performance of SMEs in Makurdi metropolis is not affected by the effect of quality as an entrepreneurial Marketing practice.* Again multiple linear regressions were used to test this hypothesis. From the outcome of the regression equation, we have $b_3 = 0.353$, Standard deviation of $b_3 = 0.139$, $H_{0:}\ b_3 = 0$, $H_{0:}\ b_3 = 0$, ½ b_3 equals 0.1765, Using the standard error test, $S\ (b_2) < 1/2b_2$ above, $0.139 < 0.1765$. Thus, a positive relationship exist between Quality (QLT) and Performance of SMEs (PRF) and the relationship is statistically significant ($p<0.05$) and in line with *A priori expectation*. This means that a unit increase in QLT will result to a corresponding increase in Performance (PRF) of SMEs by a margin of 35.3%. Thus, we reject the null hypothesis. That is, we have no option than to accept that the estimate b_3 is statistically significant at the 5% level of significance. This implies that Quality (QLT) has a significant effect on Performance of SMEs (PRF).

The finding of this study clearly agrees with findings of similar studies that quality have positive impact on business performance. Zeithaml *et al.* (1996) submits that better service quality made customers more loyal to the company, reduced their propensity to switch to competitors and increased their willingness to pay higher prices. Buzell and Gale (1987) reported three

competitive advantages when organizations provide excellent service- premium price, resources for R & D and better customer value. They also found that excellent quality is related to both profitability and growth via premium prices. According to Rust *et al.* (1995) better service quality leads to enhanced customer satisfaction and retention rate, generates higher revenue, profits and market share, reduces costs and attracts new customers. Superior service quality thus has a positive effect on overall business performance. Bergman and Klefsjo, (2013) examined the Relationship between Market Orientation, Service Quality and Business Performance – The case of stockbrokers in Mauritius. The study explores the relationship between market orientation, service quality and the business profitability of stockbrokerage firms when serving their valuable customers. A sample of 20 stockbrokers and managers was interviewed over a two-month period. A positive relationship was found among service quality, marketing orientation and business performance. Many other researchers have also clearly demonstrated that significant improvements in various organizations can be achieved through the implementation of TQM. For example, TQM has contributed to the improved performance of the manufacturing sector (Flynn, Schroeder & Sakakibara, 1995; Arawati, 2005), local government (Khairul Anuar et al, 2001) and various service organizations. Powell (1995) examined the impact of TQM on the performance through a mail-out survey, where there are two types of variables that have been tested; overall financial performance and the performance of TQM. Subjective performance evaluations have been used in the study. The result shows that TQM can produce economic value to the organization but could not affect the organization as a whole. The study also revealed that specific TQM factors such as benchmark, training, flexible manufacturing, process improvement and better measurement are not beneficial to organizational performance. Therefore, the previous researchers recommended the organization to focus on the

flawed quality factors that can be nurtured such as more open culture, employee empowerment and management commitment.

A study by Madu et al. (1995) generally found a significant cause and effect on the relationship shown between TQM and organizational performance. However, the effect is different since it is depends on the length and size of an organization's operations.

The findings of this research study however differ from findings of previous similar studies including that of Abdulrahman, (2014) who researched on "Barriers to TQM Implementation within a Private Medical Services Organizations in Saudi Arabia". Abdulrahman's (2014) study finds that although the modern era is technology based but till now the entrepreneurs of small and medium enterprises are unaware of the modern approach of total quality management, they do not have proper understanding about statistical approach and quality assurance related to quality management practices which leads to a negative effect between quality and business performance. The foregoing analysis suggests that quality may have negative effect on business performance owing to a good number of reasons including; customer management, supply chain management, production management, lack of financial resources to implement TQM and quality leadership, etc.

4.9.5 Effect of Market Promotion on SMEs Performance

An assessment of the Effect of Market Promotion on SMEs Performance was the fifth research question for this study. The question sought to find out how the performance of SMEs in Nigeria is affected by the marketing promotion in Makurdi Metropolis, It aimed at assessing whether market promotion is a good predictor of SMEs performance in Makurdi metropolis of Nigeria. This also represents the fifth research hypothesis that; *there is no relationship between marketing promotion entrepreneurial marketing practice and performance of SMEs in Makurdi metropolis.*

Again multiple linear regressions were used to test this hypothesis. From the regression equation, we have $b_4 = 0.579$, Standard deviation of $b_3 = 0.116$, $H_{0:}\, b_4 = 0$, $H_{0:}\, b_4 = 0$, ½ b_4 equals 0.2895. Using the standard error test, S (b_4) < 1/2b_4, 0.116 < 0.2895, it is clear that a positive relationship exists between Market promotion (MKP) and Performance (PRF) of SMEs in Makurdi metropolis and the relationship is statistically significant ($p<0.05$) and in line with a priori expectation. Based on the above findings, we are constrained and therefore have no option than - to accept the null hypothesis that There is a relationship between market promotion entrepreneurial marketing practice and performance of SMEs in Makurdi metropolis since the the estimate b_2 is statistically significant at the 5% level of significance. This also means that a unit increase in Market promotion (MKP) will result to a corresponding increase in Performance (PRF) of SMEs by a margin of 57.9%.

The finding of the study is in line with the similar studies. Like Fening, (2012) who studied the Impact of Quality Management Practices on the Performance and Growth of Small and Medium Sized Enterprises (SMEs) in Ghana. The objective of study was to find out if sales promotion techniques to be adopted at a given time affect the company's sales volume and also to look at the effect of sales promotion on organizational performance. The method used is survey approach which gives room for primary data-questionnaire while the sampling technique adopted is simple random sampling techniques in which all members of the population has equal probability and independent chance of being selected. The chi-square method is used to test the hypothesis and to examine the effect of sales promotion on organizational performance. During the course of findings, majority of the respondents accepted the fact that sales promotion affects organizational performance and sales volume of the organization. The findings of Bojo and Ogunsiji, (2013), Kolabi, Hossein and Farsi, (2012) Ahuja, Michels, Walker and Weissbuch,

(2007), DelVecchio, Devon, David and Freling, (2006) Shira, (2003), Rotimosho (2003) who all investigated the effect of marketing promotion on market performance concluded in their findings that market promotion has a positive effect on business performance.

The findings of this study are however contrary to those of Amogh, (2014) who investigated promotional activities of local wine marketers in vandeikya local government of Benue state and submit that marketing promotion has a negative effect on business performance. Hence, this might be connected with lack of effective promotion, government interference, economic condition, and influence of technology, political factors and other regulatory measures. From the foregoing, it is clear that Marketing Promotional technique is capable of effectively impacting on business performance however such promotional techniques must be chosen in terms of the position of the target audience.

4.10 Summary

The chapter presented data collected for this study as well as its analysis and discussion. The chapter began with data collection process and responses, followed by non-response bias issue. Data cleaning was conducted regarding missing data and outliers. Both univariate and multivariate outlier treatment were carried in order to ensure good data. Descriptive statistics were followed mainly to provide the profile of respondents that cut-across all SMEs studied in Makurdi metropolis, of Benue state, Nigeria. Basic information such as sex, gender, education level, number of employees, years in operation and many more were discussed which gave insight on the respondent fundamental information's. Assumptions of multiple regression analysis was seen and found that none of the assumptions was violated, which gave a go ahead in conducting the regression analysis.

Factor analysis was conducted on the entire constructs, principal component analyses were statistically found to be adequate for further analysis. Construct reliability and validity were seen and all factors have a good Cronbach's alpha for internal consistency of 0.7 and above. Pearson (r) bivariate correlation was performed and found that all the variables are significantly correlated. Multiple regression analysis of the constructs was conducted. CRM, Market segmentation, Quality, and Market promotion were found to have positive effect on SMEs firm performance in Makurdi metropolis, whereas, co-opetition was found to have negative effect on SMEs firm performance in the study area. Finally the chapter summary showing the entire issues for the whole chapter was advanced.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The present study was put in place to investigate the effect of Entrepreneurial Marketing Practices on the performance of Small and Medium Enterprises in Makurdi Metropolis of Benue state. Data needed for analysis was collected from the sampled SMEs in the study area through a Self-administered questionnaire where the researcher adopted the drop and pick approach to ensure a timely collection of the needed data. Though 570 questionnaires were distributed to the sampled SMEs in Makurdi metropolis, only 511 of them or 89.64% were actually returned while 59 of them representing 10.36% were not returned. Of the 511 questionnaires returned, 401 of them constituted the final sample for the research which shows a good response rate of 78.48 percent. The percentage of the returned questionnaire is considered sufficient for any realistic study based on Sekaran's (2003) argument that a 30 percent response rate is suitable for any good survey.

After the collected data for this study were pooled together, the analysis started by checking for missing values and outliers. No missing value was found in the data set, a development that can be rightly attributed to the researcher's curiosity right from the field in ensuring that all items are duly responded to and at the same time the researcher's ability to key in any questionnaire collected within the shortest possible time. Descriptive statistics followed next. The aim here was to sum the views of respondents that cut-across all SMEs studied in Makurdi Metropolis. Basic information such as gender, education level, number of employees, years in operation and many more were discussed which gave insight on the respondent fundamental information. Assumptions of multiple regression analysis was seen and found that none of the normality,

linearity, multicollinearity and homosdasticity assumptions was violated, which give a go ahead in conducting the regression analysis.

Reliability and validity tests were conducted on all the variables for the purpose of assessing the internal consistency of the measures through Cronbach's alpha. The output confirmed that all the items tested were okay since they all have good internal consistency that ranged from 0.7 and above. Pearson (r) bivariate correlation was also performed and proved that all the variables are significantly correlated. Multiple regression analysis of the constructs was thereafter conducted.

The study hypotheses earlier formulated were tested using multiple regression statistical tool and analysed with the aid of SPSS 20.0. The result obtained showed that a positive relationship exist between CRM, Market segmentation, quality and market promotion and SMEs performance in Makurdi metropolis. This means that based on the research outcome, we had no option than to accept that hypotheses H_1, H_2, H_4 and H_5 have positive effect on the performance of SMEs in Makurdi metropolis. On the contrary and based on the research findings, we were compelled to reject hypotheses three (H_3) which was on the effect of co-opetition on SMEs performance in Makurdi metropolis, since the result of the analysis showed that a negative relationship exists between co-opetition practice and SMEs performance in the study area.

5. 2 Conclusions

This study investigated the effect of EM practices on the performance of SMEs in Makurdi metropolis. To this end, five EM practices were sampled based on the revealed literature and the researcher's interaction with SMEs managers and operators. The effect of these five EM practices (Dependent variables) made up of; Customer Relationship Management, Market Segmentation, Co-opetition, Quality and market promotion were used against SMEs

performance made up of; Return on Investment, Sales Growth, Market Share and Customer Satisfaction. The research objectives have been achieved since, reliable, explicit, rigorous and unambiguous answers have been reasonably provided to each of the research questions in the study. Conclusion has therefore been drawn from the study based purely on the research findings.

The first research hypothesis was to assess the effect of Customer Relationship Management on SMEs firm performance in Makurdi metropolis. To effectively test this hypothesis, all the relevant variables were put together and subjected to analysis through multiple regression statistical tool to ascertain the nature and level of the effect. The outcome of the analysis shows that CRM has a positive effect on SMEs performance in the study area. The CRM practice had an output of .608. This means that a unit increase in CRM will have a 60.8% positive effect on the performance of SMEs in the study area. Owners/managers of SMEs should therefore put more effort and emphasis on CRM in their firms and emphasize the satisfaction of their customers with a view to getting more Return on investment, market share, sales growth as well as competitive advantage over and above competitors.

The second research hypothesis of this study was to examine the effect of market segmentation on SMEs performance in Makurdi metropolis. After a comprehensive relevant analysis, market segmentation marketing practice was found to have .767. This means that a unit increase in market segmentation will have a 76.7% positive effect on the performance of SMEs in the study area and is therefore, a good predictor of SMEs performance in Makurdi metropolis. The finding shows that Market Segmentation has positive effect on SMEs performance in the study area and is therefore a good predictor of SMEs performance in Makurdi metropolis, Nigeria. The implication of this finding is that issues regarding market segmentation should be given further

emphasis by SME owners/managers as it has become clear that the ability of any SMEs to give market segmentation the attention it deserves will guarantee its success and hence, the possibility of achieving high and sustained performance as well as gaining competitive advantage.

The third research hypothesis was to examine the effect of co-opetition practice on SMEs performance in the study area. After a careful analysis, findings in that respect were not supported since the marketing practice had -174 which means that coopetition has a negative effect on the performance of SMEs in the study area. This also means that a unit increase in co-opetition practice will result to 17.4% decrease in the performance of SMEs in the study area. The result of the analysis has therefore proved that Coopetition is not a good predictor of SMEs performance in Makurdi metropolis. The implication of this outcome is that owner/mangers of SMEs need to be innovative, risk taking and proactively react to enterprise activities when using coopetition Entrepreneurial marketing practice since this has been proved to have negative effect on SMEs performance in the study area. If the co-opetition practice must be employed by SMEs in the study area then their managers must be innovative enough and put in place appropriate strategies to ensure its positive effect on performance.

The fourth research hypothesis of the study was to evaluate the effect of Quality on the performance of SMEs in Makurdi Metropolis. To this end, relevant analysis was carried out to determine the nature of the effect. The outcome of the analysis showed that Quality marketing practice has a positive effect on firm performance. The marketing practice had .353 which means that a single increase in quality will lead to 35. 3% increase in the performance of SMEs in Makurdi metropolis. With such an impressive outcome, SMEs managers and operators need to maintain and even increase their quality practices and products to ensure high performance and also widen the gap between the firms and competitors.

The fifth and last hypothesis of this study which is also the last was to establish the nature of effect between market Promotion and SME performance in Makurdi Metropolis. To this end, relevant analysis was carried out and findings show that a positive relationship exists between the variables as market performance was better by .579. The result shows that any unit increase in SMEs quality will produce a 57.9% increase in the performance of SMEs in the study area. With such an impressive result, it is expected that SMEs operators/managers will try to sustain this relationship by being innovative enough to ensure even more promotional activities of their firms.

Similarly, the theoretical framework of this study was designed in line with the literature reviewed. Based on the findings of this study, a conclusion can be made that all the research questions and research objectives were successfully answered. The theoretical framework for the study is also in line with the underpinning theories (Resource Based View and Resource Advantage) which were used to explain the framework of the study. The study serve a variety of purposes for theory, policy, and Practice just as the findings of the study have empirically and statistically proved that the EM practices employed in this study generally have significant positive effect on SME performance in Makurdi Metropolis of Benue state, Nigeria.

The finding of this study will be of importance to policy makers such as the Small and Medium Enterprise Development agency of Nigeria (SMEDAN) and other related agencies in designing more realistic policies, programs and operating strategies for SMEs in the country. Central bank of Nigeria will equally benefit from the outcome of the present study, as the study findings will serve as a guide in resource allocation and offer a guideline to commercial banks in assisting SMEs. The findings of the study will equally be of importance to all tiers of government in the country (federal, state and local) as well as their relevant agencies in acquiring relevant and

timely information regarding SME performance so that they can develop different appropriate policy initiatives that can improve SME and entrepreneurship performance in their respective domains.

The findings will also help SMEs owners/managers as it will give them an empirically tested outcome on some determinants of SME performance so that they can understand the effects of variables under study to improve business performance better. This will also help them to develop good practices regarding the development of their respective SMEs so as to be relevant and gain competitive advantage in the market. The findings would also serve as a frame of future reference to SMEs managers and operators, academia, students and other stakeholders; it would equally help in making relevant recommendations.

5.3 Contribution to knowledge

It is clear that this research study has made significant contributions to theory, methodology, practice and policy and has presented a good number of divergent implications. A good number of previous studies have also shown mixed findings on the effect of entrepreneurial marketing practices on SMEs performance. While some findings conclude that entrepreneurial marketing practices have no positive effect on SME firm performance, others agree that they have positive effect on performance. It is clear therefore that this study has contributed by extending the body of knowledge especially by employing EM practices in a proportion that other studies failed to consider.

Another important contribution of this study to knowledge is the context. Most studies on the effect of EM practices on firm performance were carried out outside Nigeria. For example, Neneh studied the impact of entrepreneurial characteristics and business practices on the long

term survival of Small and Medium Enterprises (SMEs) in South Africa. Ghouri, Khan, Malik and Razzaq, (2011) studied Marketing Practices and Their Effects on Firm's Performance: Findings from Small and Medium Sized Catering and Restaurants in Karachi, Pakistan. Eikebrokk and Olsen, (2005) investigated Co-opetition and e-Business Success in SMEs: An Empirical Investigation of European SMEs. The few carried out in the country were done in places other than north central Nigeria where Makurdi metropolis comes from. For instance, Nwizugbo and Anukam's (2014) study focused on Imo state, Ogundele, Akingbade, Saka, Elegunde and Aliu, (2013) studied perspectives from developing countries. Aliyu, (2014) researched on SMEs in Kano state. Hence, this study is conducted in Makurdi metropolis of Benue state in North Central Nigeria, thereby adding to the existing body of knowledge and bridging the gap that exists between the study area and other parts of the world.

Furthermore, several studies were conducted in specific SME sectors such as manufacturing, agriculture, construction and many more, but the present study covers the entire SME sector. The study of Janepuenpion and Ussahawanitchkit (2011) was conducted on clothing manufacturing; Fairoz *et al.,* (2010) investigated Manufacturing; Kara *et al.,* (2005) researched on Retail trade; Kharabsheh *et al.,* (2012) studied Pharmaceutical; Wang *et al*., (2007) researched on Manufacturing; Chen *et al.,* (2011) investigated ICT; Junaidu (2012) studied Leather industry; Agarwal (2012) researched on Service; Eris *et al.,* (2012) investigated logistics; Ogbonna and Ogwu (2013) studied Insurance; Zamora (2013) carried out his research on construction, agriculture and service; Egbu *et al.,* (2005) investigated construction; Tajeddeni *et al.,* (2006) studied Manufacturing; Branchos *et al.,* (2007) researched on ICT, pharmaceutical and food respectively. This study has significantly contributed to knowledge by studying SMEs from a

combination of different sectors operating in the study area which has contributed in covering the identified gap that existed.

The present study has also contributed to the methodology adopted, the questionnaire as an instrument for collecting the needed data was designed based on the literature reviewed and the researcher's discussion with SMEs managers in the study area. The present study has also contributed in testing these instruments in Makurdi metropolis in Nigerian context, a development that has not been previously done. Additionally, this study has contributed in formulating and testing the earlier formulated hypotheses.

5.4 Recommendations

Arising from the findings of this study and Consequent upon these and other issues examined in the study, the following recommendations are made.

i) Appropriate SMEs regulators in the study area should always put in place policies and stable regulations that will help SMEs operators to operate easily and freely. They should also create a good conducive environment and needed infrastructures for these classes of enterprises to perform better. Creating a better business climate and environment for SMEs in the study area will make the enterprises healthy, competitive and will perform better. Ensuring and maintaining a stable economic environment for SMEs to operate is fundamental to the healthy growth and high performance of the enterprises in the country. Nigeria's underdeveloped physical and social infrastructures create a binding constraint to the use of some EM practices by SMEs and by extension their growth and performance since they heavily rely on the inefficient available ones to operate. Besides, many of the SMEs cannot afford the cost of developing alternatives.

ii) SME managers and operators in the study area should always carry out proper planning in their operations. Sound planning is a necessary input to sound decision-making which informs putting in place appropriate marketing practices at appropriate times and hence, improved performance. They should also always consider challenging situations and be prepared to meet them with preplanned practices. Realistic and sustained SMEs performance is only possible through a systematic analysis of the problems they are facing and mapping out appropriate strategies of overcoming them through a proper understanding of the business environment.

iii) SMEs should always adopt strategies that will assist the utilization of their strengths to exploit opportunities while avoiding its weaknesses. They should also imbibe investment culture and practice of ploughing back profits. The socio-political ambitions of some SMEs operators may lead to the diversion of valuable funds and energy from business to social waste which in turn will affect their performance.

iv) The successful working of any organization irrespective of its size of operation depends on the people working there. SMEs Managers should make the training of their staff regular so that they will know and ascertain the cost benefit analysis of every marketing practice they employ at any point in time. They should also put in place regular inspection and rectifying measures to correct marketing problems, matching their marketing practices with the target markets need and correct discrepancies (if any) if they must ensure sustainable success and high performance.

v) SMEs owners should ensure effective funding of their enterprises to help them operate effectively and employ appropriate and timely EM practices that will enhance the performance of their business establishments.

vi) SMEs operators should always formulate their goals clearly and then evaluate the various marketing practices on the basis of their capabilities and resources. SMEs' marketing practices can work, if they are based on clearly formulated marketing programmes and strategies to reach the potential and existing customers.

vii) Since business environment is not static, marketing practices of SMEs need to be regularly and effectively evaluated so that those that are no longer relevant are replaced with relevant ones while those that are still relevant should be given a greater attention.

viii) Small and Medium Enterprises operators should employed several combinations of marketing practice to survive in the external marketing environment that is most often unfriendly. The practices should be made to cover all four key components of the marketing mix elements namely product, price, place and promotion. These marketing mix planning is important for enterprise survival, success and performance.

ix) Scholars and other stakeholders on SMEs in Nigeria should shift the focus of their research works on marketing to research based findings than theoretical considerations to help SMEs and other business operators know and adapt to modern trends in marketing, better and faster.

Also, the definition of SMEs adapted for this study follows the author's perception which is different from those of other people, bodies and agencies in the country since the concept has till date failed to attract a universally accepted definition. This is in spite of Junde's (2014) submission that it is essential that measures in favour of SMEs are based on a common definition to improve their consistency and effectiveness, and to limit distortions of competition. This is capable of creating potential challenges in the comparison of the results of this research study

with those studies even within the country especially if such studies adapt a different definition of SMEs other than the one used for this study.

x) The adoption of a mainstream view of firms concerned with financial results and the use of subjective performance measures instead of the actual performance measures might result in false positive associations. The researcher understood in the cause of the study that SMEs in the study area were not used to market studies. Their fears were that the survey questionnaire might include financial information disclosure and the results might be used for public and consulting reports. It was very challenging to obtain actual accounting/financial data from these firms even with confidentiality assurance at all stages of the study. Although the construct performance was defined using several accounting and non-accounting based performance measures, it is widely recognized that firms pursue multi-dimensional goals and should not be viewed as simply profit-making entities.

Despite these shortcomings, the present study is a good effort to investigate the effect of EM Practices on the performance of SMEs in Nigerian, with a case taken from Makurdi metropolis in Benue State of Nigeria. This study is believed to be the first of its kind in the study area and findings indicate some level of significant positive relationship between the constructs under study.

5.6 Suggestions for Future Research

This study has made a lot of revelations on the effect of entrepreneurial marketing practices on the performance of SMEs in Makurdi metropolis however; many more revelations can still be made. The study therefore presents a good number of suggestions which are derived from the

outcome of the study and which open more avenues for future research. They include (Among others) the following:

First, the SME performance model used in this study views all SMEs as a single homogenous group, neglecting the apparent variations among them. But Bolton, (1971) argues that it is not appropriate to treat this group of firms under a single category. Because the term "SME" is already used widely in research works however, it is also used in this work in order to align the research text with existing practices. Furthermore, the models do not present performance in a dynamic way, where one can see the development of the firm and its progression in relation to years of operation. The model used in this study has no specific focus on the impact of acquiring new entrepreneurial marketing practices on firm performance. This contradicts Romano's (1999) submission that an SME model requires a set of selected parameters. Further research should consider taking care of that.

Second, future research studies can be conducted on EM practice variables other than those covered in this study. This study employs quantitative research design. Future research study may employ a mixed/triangulation design. For instance, qualitative interview to be carried with a participant may give a better understanding of the relationship between the variables under study.

Third, SMEs resource-based research on Entrepreneurial marketing practices needs further investigation in a developing economy like Nigeria where critical capabilities and competencies affecting sustainable competitive advantage are limited. There is an incomplete understanding of how Entrepreneurial marketing practices processes can take place that include what types of capacities and incentives they draw on. Further, constraints and barriers on the effect of Entrepreneurial marketing practices on SMEs business performance in an under developed

market can be studied in more details to be able to have a better understanding of their limited resources and capabilities.

Fourth, the unit of analysis for this study is at the level of the firm (i.e. owners and managers), whereas a significant amount of the entrepreneurship literature deals with the role of the individual/entrepreneur in the strategic actions of the firm. There is a challenge in adopting the traditional approach to Entrepreneurial marketing practices looking at the role of the entrepreneur only, bearing in mind that SMEs are widespread and that firms entry and failure in the market especially in developing economies is very rapid (Hjalager, 2010). It is therefore recommended that in further, similar research studies should use multiple respondents in each firm, which can provide a better picture of the firm's performance.

Fifth, the study surveyed the Entrepreneurial marketing practices in SMEs only and did not capture the role of large firms which are usually the main customers and players in the market, The vital roles of government regulators and agencies that control infrastructure, award licenses and contracts, provide incentives, educational and financial institutions, and market structure etc were also not captured even though such roles may have a lot of effect on performance. Similarly, the study examined different SMEs industries in Makurdi metropolis in Nigeria. It could be interesting to find out if there are industry-specific factors affecting Entrepreneurial marketing practices and if there are differences existing between adopters and non-adopters of Entrepreneurial marketing practices. Further studies should take care of that.

Sixth, the use of a longitudinal study is to overcome the shortcoming of the cross-sectional study. The role of time in measuring team and group temporality, such as design, coding, and analysis, constitutes more than a methodological issue; it is as well as a theoretical issue (Ballard, Tschan

& Waller 2008). The replication of similar studies may be widened to also cover a wide geographical area like other Metropolists, states, regions or the whole country.

Seventh, further research should carry out cross-national studies to compare the strength and applicability of the conceptual model and assess its generalisability across different organizational forms, business systems, and industries. The scales could be validated in other languages especially where many local SMEs firms and illiterate operators exist. This step could illustrate if there are any national or industry differences and can deal with replications to add new insights to the international literature.

Eight, this study used questionnaire instrument to collect the needed data. A number of methods (in-depth interviews, qualitative content analysis, or focus group) could be used in the future for validation purposes. The opportunity to conduct a case study or an action study of few SMEs adopting Entrepreneurial marketing practices can further provide more insights into the various challenges facing these firms. Further, the conceptual model was developed by a thorough literature review and discussion with industry experts but there is a need to seek more parsimony in future models. Future qualitative research studies may have the potential to enhance the findings and provide additional findings that could concentrate on specific external or internal factors.

Nine, the possible inclusion of more Entrepreneurial marketing practices should be actively pursued through future research studies. Although the conceptualization of determinants covers the most frequently mentioned practices, it cannot be claimed to cover all the relevant Entrepreneurial practices. Further studies should explore the possibility of putting in place more entrepreneurial marketing practices to ascertain their effect on the performance of SMEs.

Finally, future research on the effect of Entrepreneurial marketing practices on the performance of SMEs should consider high level trends. These trends can be related to risk-averse climate, lower cost climate, social media, social commerce, ageing population, and clean energy.

References

Abdallah, F. (2011). Co-opetition Strategy and performance of firms in Standard Setting Organizations. The case of the postal sector. *Journal of Small Business Management*, 42(2): 134-154.

Abdulrahman, A. (2014), "Barriers to TQM Implementation within a Private Medical Services Organizations in Saudi Arabia", International Journal of Business Administration, 5 (3) 117-122.

Abdulsaleh, A. M., & Worthington, A. C. (2013). Small and Medium-Sized Enterprises Financing: A Review of Literature. International Journal of Business and Management, 8(14), 36–55.

Adeoti, J.O. (2008). Application of Total Quality Management to Health Care Delivery Systems In Kwara State, Nigeria. An Unpublished Ph.D Thesis submitted to the Department of Business Administration, University of Ilorin.

Aderemi, S. A (2003). Marketing Principles and Practice. Mushin: concept Publication Limited.

Adeyeye, T. C. (2013) Impact of Customer Relationship Management on Perceived Bank Performance in Oyo Town, Nigeria. International Business and Management. 6 (2), 137-146

Adiele, K.C and Gabriel, J.O. (2013).Customer Relationship Management and Bank Performance in Nigeria: An Empirical Validation Study. International Journal of Science and Research, India Online 2 (1) 1-7

Adiele, K.C. Revd. J.M. and Didia, J.U.D, (2011). "The Impact of Corporate Citizenship on Business Performance: Marketing Implications for Nigerian Organizations. Benin Journal of Social Sciences 19(1 & 2), 319-330.

Adina, P. (2011). Market Segmentation Capability and Business Performance: A reconceptualisation and Empirical validation, A PhD Dissertation, Cranfield University.

Adrian, P. (2004). Introduction to Marketing Theory and Practice. 2nd Edition, United State: Oxford University Press Inc.

Agarwal, S., Erramalli, M.K. and Dev, C.S. (2003). Market orientation and performance in service firms: role of innovation. *Journal of service marketing, 17(1), 68-82.*

Agbaje, Y. T. (2014) Customer relationship management and customer loyalty in Nigerian telecommunication industry. *The Business & Management Review*, 4 (3)

Agbola, R. M. (2013), "Does Total Quality Management Affect the Performance of Small and Medium Enterprises? A Case of Manufacturing SMEs in Ghana", *World Applied Sciences Journal* 28, 01-09.

Ahmad, N.H., Ramayah, T., Wilson, C., and Kummerow, L. (2010), Is Entrepreneurial Competency and Business Success Relationship Contingent Upon Business Environment? A Study of Malaysian SMEs. *International Journal of Entrepreneurial Behaviour & Research*, 16(3), 182-203.

Ahuja, R.D., Michels, T.A., Walker, M.M. and Weissbuch, M., 2007. "Ten perceptions of disclosure in buzz marketing". Journal of Consumer Marketing, 243,151-159.

Akande, O.O, (2013), Does Entrepreneurship Programs Influence business performance? An Empirical Investigation of the Nigeria SMEs. *International journal of Research in Commerce and Management.* 19 (3), 97 - 111

Akroush, M. N., Dahiyat, S. E., et al. (2011). Customer relationship management implementation: An investigation of a scale's generalizability and its relationship with business performance in a developing country context. *International Journal of Commerce and Management,* 21(2), 158-191.

Alam, S. S., Jani, M. M., Senik, Z. C., & Domil, A. A. (2011). Assessing barriers of growth of food processing SMIs in Malaysia: A factor analysis. *International Business Research, 4*(1), 252-259.

Aliyu M.S.and Rosli Mahmood (2014) An Empirical Analysis of Market Orientation and Business Performance Relationship in the Context of Developing Economy. *International Journal of Academic Research in Business and Social*

Aliyu, O. A, Sany, S. M. M and Rushami Z. Y, (2011).The Strategic Impact of Technology Based CRM on Call Centers'Performance. Journal of Internet Banking and Commerce, *16 (1)*

Al-Khouri, A. M. (2012). Customer relationship management: Proposed framework from a government perspective. *Journal of Management and Strategy,* 3(4), 34-54.

Almansour, Y. (2012). "The Impact of Total Quality Components on Small and Medium Entrprises' Financial performance in Jordan," Researchers World, l (3), 87-91.

Alolayyan, M. N., Ali, K. A. M., & Idris, F. (2013). Total quality management and operational flexibility impact on hospital performance: A structural modeling approach. International Journal of Productivity and Quality Management 5 (11), 212-227.

Alrech, P.L., & Settle, R.B. (1995). The survey research handbook (2nd ed.). Boston:Irwin.

Amough, T., (2014). Comparative analysis of Small and Medium Scale Enterprises and their performance in Vandeikya Town, Benue State. A B.Sc Research study. University of Mkar.

Andersen, O. and L. Kheam, S. L. (1998), "Resource-based Theory and International Growth Strategies: *An* Exploratory Study," *International Business Review,* 7,163-84.

Anderson E.W. and Sullivan M.W., (1993), The Antecedents and Consequences of Customer Satisfaction for Firms, *Marketing Science.* 12 (2), 125-143

Anderson, E. W, fornell, C, and Lehmann, D. R. (1994) Customer Satisfaction, Market Share, and Profitability: Findings from Sweden. *Journal of Marketing Research* 53-66.

Anga, R.M. (2014). Determinants of Small and Medium Scale Enterprises in Nigeria. *Journal of Research* 12 (1)

Aremu M.A and Lawal A.T, (2012). Exploring marketing strategy as a catalyst for performance in Nigerian telecommunication industry, *International Journal of Management and Business* 2 (4), 65 – 71

Arsalan, M.G., Naveed, U.R.K. and Muhammad A.M. (2011). 'Marketing practices of textile business and firm's performance: a case of Pakistan', *Euro Economica*, 2(28), 99–107.

Asaro, V. Frank (2014). *A Primal Wisdom: Nature's Unification of Cooperation and Competition*. ISBN 978-1-940784-23-6.

Asheghian, P. (2012). The Comparative Financial Managerial Performance of U.S. Firms and Chinese Firms. .*Journal of Finance and Investment Analysis*, 1, 2, 119-135.

Asika, N. (1991). Research methodology in the behavioral sciences. Lagos: Longman Nigeria Plc.

Association of Small and Medium Enterprises, July, (2004), Abuja.

Ata, U. Z., and Toker, A. (2012). The effect of customer relationship management adoption in business-tobusiness markets. *Journal of Business & Industrial Marketing,* 27(6), 197-507.

Audretsch, D. B. (1995).Firm Profitability, Growth and Innovation.*Review of Industrial Organization*, 10, 579-588.

Azende, T. (2012), Risk Management and Insurance of Small and Medium Scale Enterprises (Smes) in Nigeria. *International Journal of Finance and Accounting 2012, 1(1): 8-17*

Babajide, A. A. (2011), "Effects of Micro financing On Micro and Small Enterprises (MSEs) In Southwest Nigeria" Unpublished PhD Thesis, Covenant University, Ogun State

Bagavathi Pillai R. S. N. (2007). Modern Marketing. Revised Edition. New Delhi: S. C hand and company Ltd.

Bagheri, A. and Pihie, Z.A.L., (2009), "An Exploratory Study of Entrepreneurial Leadership Development of University Students", *European Journal of Social Sciences*, 11 (1), 177-190.

Baker, W.E., and Sinikula (1999) "The Synergic Effect of Market Orientation on Organizational Performance. *Academy of Marketing Science Journal* 27 (4) 411-427.

Barney, J. B. (2001), 'Is the Resource-Based "View" a Useful Perspective for Strategic Management Research? Yes," *Academy of Management Review*, 26 (I), 41-56.

Barney, J.B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of management*, 17(1), 99-120.

Bartlett, J.E., Kotrlik, J.W. and Higgins, C. C. (2001), 'Organizational research: Determining appropriate sample size in survey research', *Information Technology, Learning and Performance Journal*, 19 (1), 43-50.

Baruch, Y. (1999), 'Response rate in academic studies - A comparative analysis', Human Relations, vol.52, no.4, pp.421-438.

Baumol, W. (1967). Business Behavior, Value and Growth. Harcourt, Brace and World, New York.

Baumol, W. J. (1962). On the Theory of Expansion of the Firm.*American Economic Review*, 52, 5, 1078-1087.

Bengtsson, M., Eriksson, J., & Wincent, J. 2010. Coopetition: New Ideas for a New Paradigm. In: Yami, S., Castaldo, S., Dagnino, G.B., Le Roy, F. (Eds.), ***Coopetition: Winning strategies for the 21st century***. 19-39. Northampton, MA: Edward Elgar.

Berenson Levine Krehbiel (2004). Basic Business Statistics, concept and application. 9th Edition. England: Pearson Education Limited.

Bergman and Klefsjo, (2013). Quality: from customer needs to customer satisfaction. Lund, Sweden: Students litteratur.

Beri G. C. (2006). Marketing Research. 3rd Edition. New Delhi: Tata Mc Graw-Hill publishing company Ltd

Bevan, J.L., Ang, P-C, and Fearns, J.B. (2014). Being unfriended on Facebook: An application of expectancy violation theory. *Computers in Human Behaviors*, 33, pp 171-178.

Bititci, U. S., Garengo, P., Dörfler, V. & Nudurupati, S. (2011). Performance measurement: Challenges for tomorrow. *International Journal of Management Reviews*, 14(3), 305-327.

Black, S. A. & Porter, L. J. (1996). Identification of the critical factors of TQM. *Decision Science Journal* 27 (1), 1-21.

Blackman A.J. (2003): Entrepreneurs: Interrelationships Between Their Characteristics, Values, Expectations, Management Practices and SME Performance, *Unpublished Doctoral Dissertation*, Griffith University, Australia.

Borsaly, A. E.(2014)Management on Organizations performance and Competitive Advantage-Effect of Process and Information Technology. *Proceedings of 9th International Business and Social Science Research Conference 6 - 8 January, 2014, Novotel World Trade Centre, Dubai, UAE, ISBN: 978-1-922069-41-2*

Borsaly, A. I. (2014) The Effect of Customer Relationship Management on Organizations performance and Competitive Advantage-Effect of Process and Information Technology. *Proceedings of 9th International Business and Social Science Research Conference 6 - 8 January, 2014, Novotel World Trade Centre, Dubai, UAE, ISBN: 978-1-922069-41-2*

Boulding, W., Staelin, R., Ehret, M., Johnston, W. J., (2005) A Customer Relationship Management Roadmap: What is Known, Potential Pitfalls and Where to Go, *Journal of Marketing,* .69 (4), 155– 166.

Boulding, William, Richard Staelin, Michael Ehret, and Wesley J. Johnston. (2005) "A CRM Roadmap: What We Know, Potential Pitfalls, and Where to Go." *Journal of Marketing*, 69 (4), 155–166.

Bowman, Douglas, and Das Narayandas. (2004) "Linking Customer Management Effort to Customer Profitability in Business Markets." *Journal of Marketing Research*, 41 (4), 433–447.

Brachos, D., Kostopollos, K., Soderquist, K.E., & Prastacos, G. (2007). Knowledge effectiveness, social context and innovation. *Journal of Knowledge Management, 11(5), 31 – 44.*

Bromiley, P. (1990). 'On the use of finance theory in strategic management'. In P. Shrivastava and R. Lamb (eds.), *Advances in Strategic Management*, 6, 71–98.

Brown, Stephen W. (2005) "When Executives Speak We Should Listen and Act Differently." *Journal of Marketing*, 69 (4), 1–4.

Bryman, A. (1988) 'Introduction: "inside" accounts and social research in organizations', in A. Bryman (ed.) *Doing Research in Organizations*. London: Routledge.

Bryman, A. and Bell, E. (2003). *Business research methods*. New York: Oxford University Press.

Bult, Jan Roelf, and Tom Wansbeek. (1995) "Optimal Selection for Direct Mail." *Marketing Science Journal*, 14 (4), 378–394.

Burns, A.C. and Bush, R.F. (eds) (2006), *Marketing Research*, Pearson Education, Upper Saddle River.

Buzzell R.D. and Gale B.T. (1987), "The PIMS Principles: Linking Strategy to Performance", The Free Press, New York, NY.

Campbell, Dennis, and Frances Frei. (2004) "The Persistence of Customer Profitability: Empirical Evidence and Implications from a Financial Services Firm." *Journal of Service Research*, 7 (2), 107–123.

Cao, Yong, and Tomas S. Gruca. (2005) "Reducing Adverse Selection through Customer Relationship Management." *Journal of Marketing*, 69 (4) 219–229.

Chandler, G.N. and Jansen, E. (1992), "The Founder's Self-Assessed Competence and Venture Performance", *Journal of Business Venturing*, 7(3), 223-236

Chang T. and Chen S. (1998), "Market Orientation, Service Quality and Business Performance: A Conceptual Model and Empirical Evidence", *The Journal of Services Marketing*, 12 (4), 246-264.

Chell E., Haworth J., Brearley S. (1991): *The Entrepreneurial Personality, Concepts, Cases and Categories*, London, Routledge.

Chen, W., Elnaghi, M., & Hartzakis, T. (2011). Investigating knowledge management factors affecting Chinese ICT firms performance: An integrated framework. *Information Systems Management, 28, 19-29.*

Chinedu, I.O. (2013) Practical Guide to Research Methodology in Management. Onitsha – Nigeria: *Good Success Press*

Chow, W., and Lui, K. (2001). Discriminating Factors of Information Systems Function Performance in Hong Kong firms Practicing TQM. *International Journal of Operations and Production Management*. 21, 5/6, 749-771.

Cindy Millman, Hatem El-Gohary. 2013. New Digital Media Marketing and Micro Business.

Coltman, T. (2007). Why build a customer relationship management capability? *Journal of Strategic Information Systems*, 16(3), 301-320.

Conner, K. R. (199I), "A Historical Comparison of Resource-Based Theory and Five Schools of Thought within Industrial Organization Economics: Do We Have a New Theory of the Firm?," *Journal of Management*, 17 (I), 121-54

Cooper, DR & Schindler, PS (eds) 2003, Business Research Methods, McGraw-Hill, New York.

Covin J.G. (1991): Entrepreneurial Versus Conservative Firms: A Comparison of Strategies and Performance, *Journal of Management Studies* 28 (5), pp. 439–462.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure tests. *Psychometrika*, 16, 297-334.

Da Gama, A.P. (2011) 'An expanded model of marketing performance', *Marketing Intelligence and Planning*, 29 (7), 643-661.

Dawood, I., Poulin, B. and Dadgostar, B. (2007) Quality Management: An Index For Actual Practice And Managers Perception. *Journal of Business Case Studies – Fourth Quarter* 7 (3), 4

DCCI (2011), Dubai Chamber of Commerce and Industry, Information Centre, Dubai.

DelVecchio, D., Henard, D. and Freling, Traci H. (2006). "The Effect of Sales Promotion on Post-Promotion Brand Preference: A Meta-analysis", Journal of Retailing, 82 (3), 203–213.

Dess, G. and R. Robinson, (1984), 'Measuring Organisational Performance in the Absence of Objective Measures: The Case of the Privately-held Firms and Conglomerate Business Unit', *Strategic Management Journal*. 5, 265-273.

Dhanani, S., O'Shaughnessy, N., and Louv. (1997). Marketing practices of UK high technology firms. *Logistics Information Management*, 10 (4), 160–166.

Dibb, S. (1997), "How marketing planning builds internal networks", *Long Range Planning*, 30 (1), 53-63.

Dibb, S. (2001) Banks, customer relationship management and barriers to the segment of one. *Journal of Financial Services Marketing*, 6, 10-23.

Dibb, S., Stern, P. and Wensley, R. (2002), "Marketing knowledge and the value of segmentation", *Marketing Intelligence & Planning*, 20 (2): 113 – 119.

Dmitriy Krichevskiy, Thomas Snyder, (2015),"U.S. State Government policies and entrepreneurship", Journal of Entrepreneurship and Public Policy, 4 (1) 102-110

Douglas, T., and Judge, W. (2001). Total Quality Management Implementation and Competitive Advantage: The Role of Structural Control and Exploration. *Academy of Management Journal*. 44 (1), 157-169.

Dubai Chamber of Commerce and Industry (DCCI) (2010), Information Centre, Dubai.

Duncan, A. J. (2014). Quality Control and Industrial Statistics. 4th Ed. Illinois. Richard D. Irwin Inc.

Dunu, C., and Halmajan, H. (2011). The effect of organizational readiness on CRM and business performance. *International Journal of Computers*, 5(1), 106-114.

Dutta, S (2006), *Arab Innovation Index*, INSEAD, Fontainebleau.

Dzisu, Smile and Ofosu Daniel (2014). Marketing Strategies and the Performance of SMEs in Ghana. *European Journal of Business and Management*. 6, 5

Ediri E.A. (2014) Entrepreneurship Development in Nigeria. Makurdi – Nigeria. *SOHA Production*,

Egbu, C.O., Hari, S., & Renukappa, S. (2005). Knowledge management for sustainable competitiveness in small and medium surveying practices. *Structural Survey, 23(1), 7-21.*

Eikebrokk, T.R. and Olsen, D.H., (2005), "Co-opetition and e-Business Success in SMEs: An Empirical Investigation of European SMEs", *Proceedings of the 38th Hawaii International Conference on System Sciences*, 3-6 January, Big Island, Hawaii, ISBN: 0-7695-2268-8.

Eliasson, G. (1976). *Business Economic Planning*. John Wiley, Chichester.

Elkordy, M. (2014) The Impact Of CRM Capability Dimensions on Organizational Performance. *European Journal of Business and Social Sciences*, 2 (10), 128-146,

Emaikwu, S.O. (2011) Fundamentals of Research Method and Statistics. Makurdi-Nigeria ; *Selfas Academic Press Limited*.

Eniola A. A, (2013) "Financing Provision and SME firm Performance in Nigeria" Unpublished PhD Thesis, University Malaysia Sarawak

Eniola, A. A. (2014) The Role of SME Firm Performance in Nigeria. *Arabian Journal of Business and Management Review (OMAN Chapter*) 3, 12

Eniola, A. A., Entebang, H. and Sakariyau, O. B. (2015). Small and medium scale business performance in Nigeria: Challenges faced from an intellectual capital perspective. International Journal of Research Studies in Management 4 (1), 59-71

Eris, E. D., & Ozmen, O. N. T. (2012). The Effect of Market Orientation, Learning orientation and innovativeness on Firm Performance: A Research from Turkish Logistics Sector. *International Journal of Economic Sciences and Applied Research, 5 (1), 77-108.*

Evans, J.R. and Lindsay, W.M. (2015). The Management and Control of Quality. 6th Edition. Ohio. South-Western - Thomson Learning.

Faizol, F.M., Haribuni, T., & Tanaka, Y. (2010). Entrepreneurial Orientation and Businessperformance of Small and Medium Scale Enterprises of Hambantota district Sri Lanka. *Asian Social Science, 6(3), 34-46.*

Fakokunde, T. O. (2010) Quality Control And Improvement Practices Among Fast Food Retail Outlets In Southwestern Nigeria. A Ph.D Thesis Submitted to University of Ilorin, Ilorin, Nigeria.

Fard, F. S., Naha, N., & Mansor, A. (2011). the critical success factors of performance measurement for malaysian smes in manufacturing sectors a proposed framework, 2660–2686.

Farris, P. W.; Bendle, N.T.; Pfeifer, P. E,; Reibstein, D. J. (2010). *Marketing Metrics: The Definitive Guide to Measuring Marketing Performance.* Upper Saddle River, New Jersey: Pearson Education, Inc

Fatai, A. (2011). "Small and Medium Scale Enterprises in Nigeria: The Problems and Prospects".*Retrieved January15 fromwww.thecje.com/journal/index.php/*

Fazli, M., Mohammed, S. and Yasuo, H., (2013) Sales growth, Profitability and Performance: Empirical study of Japanese ICT Industries with three Asean countries. *Journal of Contemporary Research in Business.* 4 (11), 1 – 19

Fening, A. F. (2012) Impact of Quality Management Practices on the Performance and Growth of Small and Medium Sized Enterprises (Smes) in Ghana. *International Journal of Business and Social Science, 3 (13) 1- 13*

Flew, T. (2008). New Media: an introduction. Melbourne: Oxford University Press.

Foedermayr, E.K. and Diamantopoulos, A. (2008), "Exploring the construct of segmentation effectiveness: Insights from international companies and experts", *Journal of Strategic Marketing*, 16 (2): 129-156

Foedermayr, E.K. and Diamantopoulos, A. (2009), "Export Segmentation Effectiveness: Index Construction and Link to Export Performance", *Journal of Strategic Marketing*, 17 (1): 55-73.

Folan, P., Browne, J. & Jagede, H.(2007)."Performance: Its Meaning and Content for Today's Business Research",*Elsevier:Performance Measurement Special Issue* 58 (7), 605-620.

Fornell, C., Rust, R. and Dekimpe, M. (2010). "The Effect of Customer Satisfaction on Consumer Spending Growth," *Journal of Marketing Research*, 47(1), 28-35.

Forsman, H. and Temel, S. (2011), 'Innovation and business performance in small enterprises: An enterprise-level analyses, *International Journal of Innovation Management*, 15 (3), 641-665

Franco-Santos, M., Kennerley, M.M., Pietro, M., Veronica, M., Steve, M., Bernard,G. and Dina N. A .(2007), "Towards A Definition of a Business Performance Measurement System", *International Journal of Operations and Production Management* 27(I8),784-801

García, C. and Velasco, B. (2002). Co-opetition and Performance: Evidence from European Biotechnology Industry. II Annual Conference of Euram On: "Innovate Research In Management". Stockholm (Sweden), May 9-11, 2002

Garvin, D. (1988). Management Quality. New York: The Free Press.

George, J., (1998) Contemporary Management. 3rd Edition, Mc Graw Hill.

Geroskin, P. & Machin, S. (2013), 'Think again - Do innovating firms outperform non-innovators?' *Business Strategy Review*, vol.24, no.2, pp.82-86.

Ghobadi, S. (2012). "Coopetitive relationships in cross-functional software development teams: How to model and measure?". *Journal of Systems and Software **85** (5).*

Ghouri, A.M., Khan, N.R., Malik, A.M. and Razzaq, A. (2011). 'Marketing practices and their effects on firm's performance: findings from small and medium sized catering and restaurants in Karachi', *International Journal of Business and Management*, 6(5): 251–259.

Gilmore, A, Galbraith, B. and Mulvenna, M (2013), 'Perceived barriers to participation in R&D programmes for SMEs within the European Union', *Technology Analysis and Strategic Management*, vol.25,.3, 329-339.

Gnyawali D. R., He J., and Madhavan R. (2008), "Co-opetition: Promises and Challenges".in C Wankel (Ed), *21st Century Management*. Thousand Oaks, CA, 386-398.

Gnyawali, D. and Park, B.-J., (2009), "Co-opetition and technological innovation in small and medium-sized enterprises: a multilevel conceptual model", *Journal of Small Business and Management*, 47 (3), 308-330.

Gnyawali, D. and Park, B.-J., (2011), "Co-opetition between giants: Collaboration with competitors for technological innovation", *Research Policy*, 40 (5), 650-663.

Golden, B. (1992) SBU Strategy and Performance: The Moderating Effects of the Corporate-SBU Relationship', *Strategic Management Journal,* .l45-158.

Goodwell, M. (2013), "Evaluation of Total Quality Management Implementation in Small and Medium Manufacturing Companies", International Conference on Law, Entrepreneurship and Industrial Engineering, (ICLEIE'2013), Johannesburg (South Africa), 256-261.

Grankvist, A., Kollberg, C., & Peterson, A. (2004). Promotion Strategies for Banking Services, Case study of Nordea in Estonia Lulea University.

Green, S.B. (1991), 'How many subjects does it take to do a regression analysis?' *Multivariate Behavioural Research*, 26 (3), 499-510

Guilford, J.P, and Fruchter, B. (1973) Fundamental Statistics in Psychology and Education, New York, *McGraw-Hill/Irvin*

Gummesson, E., Kuusela, H. and Narvanen, E. (2014), "Reinventing marketing strategy by recasting supplier/customer roles", *Journal of Service Management*, 25 (2)

Gundal, R. (2014), Brand Management in Small and Medium Enterprises: Evidence from Dubai, UAE. *Global Journal of Business Research. .8 (1).*

Gyong, E. (2014). Performance of Small Scale Enterprises in Nigeria. *Journal of Small Business Management & Analysis*, 12 (2)

Hair, J. F., Andersen, R. E., & Tatham, R. L.(2010). *Multivariate data analysis (7thed.).* Upper Saddle River, NJ: Pearson Prentice Hall.

Hair, J. F., Ringle, C.M. and Sarsedt, M (2011), 'PLS: Indeed a silver bullet', *Journal of Marketing Theory and Practice*, 19, (2), 139-151.

Hair, J.F., Money, A.H., Samouel, P., & Page, M. (2007). Research method for Business. West Susex, England: John Wiley and Sons Ltd.

Hair, J.F., Wolfinbarger, M.F. and Ortinall, D.J. (2008) Essential of marketing Research. Boston: McGraw. Hill/Irwin

Hajjat, M. and Hajjat, F. (2014), The Effect of Product Quality on Business Performance in Some Arab Companies. *Journal of Emerging Trends in Economics and Management Sciences*, 5(5):498-508

Halmajan, C. D. H. (2011) The Effect of Organizational Readiness on CRM and Business Performance. *international journal of computers;* 1, (5), 2011

Harrigan, P, Ramsey, E and Ibbotson, P (2011), 'Critical f(actors underpinning the e-CRM activities of SMEs', *Journal of Marketing Management*, 27, (5/6), 503-529.

Hertog, S (2010), Benchmarking SME Policies in the GCC: A Survey of Challenges and Opportunities, *Euro Chamber*, Brussels.

Hills, G. and Hultman, C. (2005). "Marketing, Entrepreneurship and SMES: Knowledge and education revisited", paper presented at the *Academy of Marketing Special Interest Group on Entrepreneurial and SME Marketing*, Southampton, UK, January. Hills, G., and

Hilman H. and Kaliappen N. *(*2014*).* Strategic role of customer orientation in differentiation strategy and organizational performance nexus: A Partial Least Square (PLS) approach. *Research Journal of Applied Sciences, Engineering & Technology. 7, 4150-4156.*

Hisham, S. S. (2011) Customer Relationship Management and Its Relationship to the Marketing Performance. *International Journal of Business and Social Science. 2 (10)* 166

Honarpour, A., Jusoh, A., & Nor, K. (2012). Knowledge Management, Total Quality Management and InnovationL: A New Look, 7(3), 22–32.

Hooley, G. and Greenley, G.E. (2005), "The resource underpinnings of competitive positions", *Journal of Strategic Marketing*, 13 (2): 93-116.

Hooley, G. J., Greenley, G. E., Cadogan, J. W., & Fahy, J. (2005). The performance impact of marketing resources. *Journal of Business Research, 58*(1), 18-27.

Hubbard, G. and P. Bromiley (1994). 'How do top Managers' Measure and Assess Firm Performance?' presented at Academy of Management meetings, Dallas, TX.

Hultman, C., (2011), "Influence from Entrepreneurship in Marketing Theory", *Journal of Research in Marketing and Entrepreneurship.*

Ibojo .S. and Ogundele, O.J.K (2013) Competition in Marketing: Survival Yardstick for Small and Medium Enterprises in Nigeria. *Mediterranean Journal of Social Sciences Vol. 4 (1)*

Ikenne, A. I. (2012), Reading in Entrepreneurship: Bridging learning and Earning. Enugu: *Grand Heritage Global Communication.*

Inalegwu, A.F. and Alidu, J. (2014). Marketing Enviroment. Ugbokolo, Supreme Printers

Inegbenebor, A.U. (2006). The Fundamentals of Entrepreneurship. Lagos: Malthouse Press Limited.

Ionita, D. (2012). Entrepreneurial Marketing: a new Approach for Challenging Times. *Romania; Management & Marketing Challenges for the Knowledge Society* 7.5

Itodo, L.S. (2015). Marketing. Ugbokolo, Supreme printers

Ittner, C. D., & Larcker, D. F. (1996). Measuring the Impact of Quality Initiatives on Firm Financial Performance.

Janepuengporn, K., & Ussahawanitchakit, P. (2011). The impact of knowledge management strategy on organizational performance: an empirical study of clothing manufacturing business in Thailand. *International Journal of Business Strategy, 11(1), 92-109.*

Jaworsk, B. and Kohli, A (1993) 'Market Orientation: Antecedents and Consequences', *Journal of Marketing*, 57, 53-70.

Jegede, C.A., (2014) Microfinance Institution as Tool for Promoting Small Business Enterprises and Employment Generations in Lagos, Nigeria. *International Journal of Current Research and Academic Review*. 2 (10), 176-184

Johnson, M. D. (1998). Customer Orientation and Market Action. Upper Saddle River, NJ: Prentice-Hall.

Johnson, M. D. (2001). Customer satisfaction. In: N. J. Smelser, & P. B. Baltes (Eds.), International encyclopedia of the social and behavioral sciences. Amsterdam, the Netherlands: Elsevier (forthcoming).

Junaidu, A. S. (2012).The Moderating Role of Entrepreneurial Orientation and export performance of SMEs in the Nigerian Leather Industry. *International Journal of Business Management and Tomorrow, 12 (10), 872-881*.

Junde, A., (2014). Effective participation of small and medium industries in a developing economy; Makurdi. *Satos press*.

Kamyabi and Devi, (2012). The impact of advisory services on Iranian SME performance: An empirical investigation of the role of professional accountant. South African Journal of Business management, 43 (2), 61-72.

Kaplan, R. S. and D. P. Norton (1996). 'Using the balanced scorecard as a strategic management system', *Harvard Business Review*, 74 (1), 75–85.

Kaplan, S. (1989). 'The effects of management buyouts on operations and value. *Journal of Financial Economics*, 24, 217–254.

Kara, A., Spillan, J.E., & Deshidields, O.W.(2005).The effect of a market orientation on business performance: A study of small sized service retailers using Markor Scale. *Journal of Small Business Management, 43(2), 105-118.*

Kaushik, V. K. (2013). Log Forum for Small and Medium sized Enterprises. *African Journal of Business management.* 9 (3), 161–166.

Keelson, A.K. (2014). The Moderating Role of Organizational Capabilities and Internal Marketing in Market Orientation and Business Success. *Review of Business and Finance studies. 5 (1)*

Kelinger, F.N. (1979), Foundation Of Behaviour Research 2nd Ed. London; Spottiswoode Ballantyre Ltd.

Kelson, S.A. (2014). The moderating role of organizational capabilities and internal marketing in market orientation and business success. *Review of Business and Finance Studies, 5(1), 1-17.*

Kharabsheh, R., Magableh, I., & Sawadha, S. (2012). Knowledge management practices and its impact on organizational performance in pharmaceutical firms. *European Journal of Economics, Finance and Administrative Sciences, 48, 6-15.*

Kheng, Y.K., June, S., and Mahmood, R. (2013). The determinants of innovative work behavior in the knowledge intensive business services sector in Malaysia. *Asian Social Sciences, 9 (15), 47-59.*

Kibe, E. N. and Wanjau, K. (2014). Effect of Quality Management Systems on the Performance of Food Processing Firms in Kenya. *Journal of Business and Management 16 (5). 61-72*

Kinyua, A.N. (2014) Factors affecting the Performance of Small and Medium Enterprises in the Jua Kali Sector in Nakura Town Kenya. *Journal of Business and Management*. 16 (1)

Kirzner, I. M. (1973). Competition and entrepreneurship, Chicago, *University of Chicago Press.*

Kohli, A.J. & Jaworski (1990) "Market Orientation: The Construct, Research Propositions, and Managerial Implications. *Journal of Marketing* 5, 1-18.

Kolabi, M.A., Hossein, H.K. and Farsi, J.Y. (2012) Identification and Verifying the Entrepreneurial Promotion Mix via Innovative Approach in Iranian Entrepreneurial Enterprises. *Research Journal of International Studies* ISSN: 1453-212X Issue 23

Kolsum, B. (2014) Identification and Priority Marketing mix factors affecting the success of small and Medium Enterprises (SMEs) (Case Study: Food & Beverage Enterprises in Boroujerd city). *Indian Journal of Fundamental and Applied Life Sciences ISSN: 2231–6345 (Online)*

Kossyva, D. and Georgopoulos, N., (2013), "Co-opetition strategy and innovation: positive and negative effects", Paper Presented at the 9th National and International Conference of Hellenic Society for Systemic Studies (HSSS): Systemics for Process Cohesion, 11-13 July, 2013, Volos, Greece.

Kossyva, D., Sarri, K. and Georgopoulos, N., (2012), "Female Business Venturing in Tourism: Exploiting Advances through Value Creation Networks", *Proceedings of 2nd Advances in Hospitality and Tourism Marketing and Management Conference*, 31 May-3 June 2012, ISBN: 978-960-287-139-3.

Kossyva, D.,Sarri, K. and Georgopoulos, N. (2014) Co-Opetition: A Business Strategy for SMEs In Times of Economic Crisis. *South-Eastern Europe Journal of Economics* 1, 89-106

Kotey B., Meredith G.G. (1997): Relationship among Owner/ Manager Personal Values, Business Strategies, and Enterprise Performance, *Journal of Small Business Management*, 35 (2), 37–61

Kotler, Armstrong, Saunders and Wong (2001) Principles of Marketing. 10th Ed, *Pearson Prentice Hall Educational International, USA.*

Kotler, P. (2002); Marketing Management Analysis, Planning, Implementation and control. *Prentice Hill Inc, New Jersey, USA.*

Kotler, P. (2006) Marketing Management 11st edition, Pearson Education, New Jersey U.S.A

Kotler, P. and Armstrong, G. (2013). Principles of Marketing, 14th Edition. *Pearson Educational ltd.* London.

Kotler, P. and Kelvin Lane Keller (2006). Marketing Management. 12th Edition. India: PearsonEducation Plc Ltd.

Kotler, P.; Gary A.; Juppa T. and Machek Martin (2013), Marketing Management, Praha: Grada.

Kozak, M. and Martin, D. (2012), "Tourism life cycle and sustainability analysis: Profit-focused strategies for mature destinations", *Tourism Management*, 33 (1), 188-194.

Kraus, Harms, and Fink, (2009). "Entrepreneurial Marketing: moving beyond Marketing in New Ventures", International Journal of Entrepreneurship and innovation Management, Special Issue.

Kraus, S., Harms, R. & Fink, M. (2010). Entrepreneurial Marketing: Moving beyond Marketing in New Ventures. International Journal of Entrepreneurship and Innovation Management, 11(1), 19-34.

Krejcie, R.V., and Morgan, D.W., (1970). Determining Sample Size for Research ctivities. *Educational and Psychological Measurement.* Small-Sample Techniques (1960). *The NEA Research Bulletin*, 38.

Kuo-Chung, S. and Chin-Shan, L.(2012). Customer Relationship Management and Firm Performance: An Empirical study of Freight Forwarder Services. *Journal of Marine Science and Technology*, 20 (1), 64-72

Kurtz, D. (2010). Contemporary Marketing. Mason, OH: South-Western Cengage Learning.

Lancastre, A., and Lages, L. F. (2006). The relationship between buyer and a B2B marketplace:Cooperation determinants in an electronic market context. *Industrial Marketing Management*, 35 (6), 774-789.

Larimo, J. (2013). Small and Medium-Size Enterprise Export Performance. International Studies of Management and Organization, 43 (2), 79–100.

Lars Nilsson, L. Johnson, M.D. and Gustafsson, A. (2011) the impact of quality practices on customer satisfaction and business results: product versus service organizations. *Journal of Quality Management* 6, 5–27

li, K. A. M., & Alolayyan, M. N. (2013). The impact of total quality management (TQM) on the hospitals performance: An empirical research. International Journal of Services and Operations Management, 15, 482-506.

Malhotra, N. K. (2008). Essentials of Marketing: An Applied Orientation (2nd ed.) Australia: Pearson Education

Manning, M. and Munro D. (eds) (2007), *The Survey Researcher's SPSS Cookbook*, *Pearson Education Australia*, Sydney.

Martinez, M.A. and Aldrich, H.E. (2011), "Networking Strategies for Entrepreneurs: Balancing Cohesion and Diversity", International *Journal of Entrepreneurial Behaviour & Research*, 17 (1), 7-38

Masato Abe Michael Troilo Orgil Batsaikhan , (2015),"Financing small and medium enterprises in Asia and the Pacific", Journal of Entrepreneurship and Public Policy, 4 (1). 2 - 32

Mayasari, L., Maharani, A. and Wiadi, I. (2014) Entrepreneurial Marketing for small and medium Enterprises businesses. An explotary study of entrepreneurial performance. *Journal of management Business, 2 (1), 1-12*

Mazzarol, T. (2014), Strategic Management of Small Firms: A Proposed Framework for Entrepreneurial Ventures, paper presented at the 17th Annual SEAANZ Conference - Entrepreneurship as the Way of the Future, Brisbane, Queensland.

Mba and Emeti (2014) studied the Issues, Challenges and Prospects of Small and Medium Scale Enterprises (SMEs) in Port-Harcourt City, Nigeria. *European Journal of Sustainable Development* 3 (1), 101-114

McCarthy, J. E. (1964). Basic Marketing; A Managerial Approach. Homewood, IL: Irwin measurement systems'', *International Journal of Operations & Production Management*, 2(8), 71-83

Mehmet, Koh, Tatoglu and Zaim, (2006). Researched on TQM and market orientation's impact on SMEs' performance. *Industrial Management & Data Systems*, 106 (8), 1206-1228

Miller, M., & Kirk, J. (1986), Reliability and Validity in Qualitative Research, Sage Publications,

Mills, J., Platts, K. and Bourne, M. (2003). Applying resource based theory: methods,outcomes and utility for managers. International Journal of Operations and Productions Management, 23(2), 148-166.

Mohamad, S.H., Othman, N.A., Jabar, J. and Majid, I.A. (2014). Customer Relationship Management Practices: The Impact on Organizational Performance in SMEs of Food Manufacturing Industry. *European Journal of Business and Management.* .6 (13)

Mohammed, A. A. and Rashid, B. (2012). Customer Relationship Management (CRM) in Hotel Industry: A framework Proposal on the Relationship among CRM Dimensions, Marketing Capabilities and Hotel Performance. *International Review of Management and Marketing, 2 (4), 220-230*

Molly, T. (2013). Definition of Performance Measurement",*Demand Media*, Retrieved on 29/10/2013.

Moody, D. (2012). Empirical Research Methods, Australia : *Monash University Press.*

Mooney, G. and Sixsmith, A. (2013) Entrepreneurial Practices in Innovative Australian SMEs. *Journal of Entrepreneurship: Research & Practice* *http://www.ibimapublishing.com/journals/JERP/jerp.html*

Moorman, C. Payne, A. and Frow, P. (2014), "Developing superior value propositions: a strategic marketing imperative", *Journal of Service Management*, 25 (2), 213-227.

Morgan, M., Audrey, G. Paul, H. Gemma, L.and Zubin, S. (2014). Exploring entrepreneurial marketing. *Journal of Strategic Marketing* 1-18

Morgeson, F. V. and Petrescu, C. (2011). "Do They All Perform Alike? An Examination of Perceived Performance, Citizen Satisfaction and Trust with US Federal Agencies." International Review of Administrative Sciences, 77(3), 451-479.

Morris H, Miles, M.P. and Deacon, J.H., (2010). Entrepreneurial Marketing: Acknowledging the Entrepreneur and Customer-centric Interrelationship. *Journal of Strategic Marketing*, 24 (7) 87- 112

Moullin, M. (2003)."Defining Performance Measurement." *Perspectives on Performance* 2(2): 3.

Mulhern, F. (2009). "Integrated marketing communications: From media channels to digital connectivity". *Journal of Marketing Communications* 15 (2-3): 87.

Musolino, F. (2013). Credit Crunch in the Euro Area: A Coopetitive Solution, in Multicriteria and Multiagent Decision Making with Applications to Economic and Social Sciences, Studies in Fuzziness and Soft Computing, Springer, 305, 27–48

Mwagi, H. W. and Bwisa, H. (2013) The Effects of Entrepreneurial Marketing Practices on the Growth of Hair Saloons: A case study of Hair Salons in Kiambu Township.*International Journal of Academic Research in Business and Social Sciences*.3 (5)

Mwangi, S. M. and Namusonge, M. J. (2014). Influence of Innovation on Small and Medium Enterprise (SME) Growth- A Case of Garment Manufacturing Industries in Nakuru County. *International Journal for Innovation Education and Research .2(5), 2-11*

Nabamita Dutta, Deepraj Mukherjee, (2015),"Cultural traits and stock market development: an empirical analysis", Journal of Entrepreneurship and Public Policy, 4 (1) 33-49

Naelati Tubastuvi, N. and SobrotulImti' k. (2014) Factors affecting Business Performance the Small Medium Enterprises of Batik Pekalongan Central Jva, Indonesia. *The 2nd IBEA – International Conference on Business, Economics and Accounting, Hong Kong*.

Nalebuff B. J. and Brandenburger A. M. (1996), *Co-opetition*, New York: Harper Collins.

Naneh, N. B. (2014). An assessment of entrepreneurial intentions among university students in Cameroon. *Mediterranean journal of social sciences.*

Nanni, A. J., Jr., J. R. Dixon, et al. (1992). "Integrated Performance Measurement: Management Accounting to Support the New Manufacturing Realities." *Journal of Management Accounting Research* 4: 1.

Narver, J. and Slater, S. (1990) 'The Effect of a Market Orientation on Business Profitability, *Journal of Marketing,* 54,.20-35.

Narver, J., & Slater, S. (1994) "Creating a Marketing Orientation, Journal of Market Focused Management, 2, 233-236.

National Bureau of Statistics (2010). Labour Force Survey March, 2009. ISSN 0794-1954. NO.476 13th May.

National Population Commission (NPC), (2014), ICF International Workshop on Nigeria Demographic and Health Survey, Abuja, Nigeria.

Navickas, V., Skackauskiene, I., and Navikaite., (2014), Theoretical Investigation on trust in small and medium size enterprises, *Journal of Business Theory and Practice*. 15 (2)

Neely, A. (1998). "Three models of measurement: theory and practice." *International Journal of Business Performance Management* 1(1): 47-64.

Neuman, W. L. (eds) (2006), Social Research Methods, Pearson Education, Boston. Sekaran, U (esd) 2000, *Research Methods for Business: A Skill-Building Approach*, Wiley, New York

Neuman, W. L. (eds) (2006), Social Research Methods, Pearson Education, Boston. Ticehurst

Neuman, W.L. and Veal, A.J., (2000). Business Research Methods: A Managerial Approach, Pearson Education, Frenchs Forest Newbury Park.

Neuman, WL (eds) (2000), Social Research Methods: *Qualitative and Quantitative Approaches*, Alley & Bacon, Boston.

Nigussie, Y. (2014). Empirical Investigation on the Application of Marketing Practices in Micro and Small enterprises (MSEs). *International Journal of Advancements in Research & Technology*, 3 (5), 1- 17

Njau, J.N. and Karugu, W. (2014) Influence of E-Marketing on the performance of Small and Mmedium Enterprises in Kenya: Survey of Small and Medium Enterprises in the Manufacturing Industry in Kenya. *International Journal of Business & Law Research* 2(1), 62-70.

Nudurupati, S.S., Bititci, U.S., Kumar, V. & Chan, F.T.S. (2011). State of the art literature review on performance measurement. *Computers & Industrial Engineering*, 60(2), 279-290.

Nwachukwu, A.O,A, (2012) The Role of Entrepreneurship in Economic Development: The Nigerian Perspective. *European Journal of Business and Management*. l4, 8

Nwankwo, S., Gbadamosi, A. (2011) *Entrepreneurship Marketing Principles and Practice of SME Marketing*, New York, Routledge.

Nwizugbo I.C. and Anukam, A.I. (2014) Assessment of Entrepreneurial Marketing Practices among Small and Medium Scale Enterprises in Imo state, Nigeria: Prospects and Challenges. *Review of Contemporary Business Research*. 3. 1.

Nwizugbo, I.C. and Iweka, A.N. (2014). An investigation into the Antecedents of overall attitude towards general Advertisement. *Journal of International institute of science Technology and Education.* ISSN 22222-1735

Nwokah, N.G. and Maclayton, D.W. (2006) "Customer Focus and Business Performance; the study of Food and Beverages Organizations in Nigeria". Measuring Business Excellence, Journey of organizational performance 65-76

O'Dwyer, M, Gilmore, A & Carson, D 2011, 'Strategic alliances as an element of innovative marketing in SMEs', *Journal of Strategic Marketing*. 19 (1), 91-104.

O'Sullivan, D. & Abela, D. (2007) "Marketing Performance Measurement Ability and firm Performance", Journal of Marketing 7, 79-93.

Oboreh, U. and Ayozie (2013) SMES in Nigeria and the use of Relationship Marketing Strategy a Survey Study of IGBO SMES in Nigeria. *Global Journal of Management and Business Research Marketing.* 13 (7)

OECD (2010), *SMEs, Entrepreneurship and Innovation*, OECD Publishing, Paris.

Ogundele, O.J., Akingbade, A.W., Saka, R.O., Elegunde, A.F. and Aliu, A.A., (2013) Marketing Practice of Small and Medium Enterprises (SMEs): Perspective from a Developing Country. *Mediterranean Journal of Social Sciences.* 4 (3).

Ogunmokun, G.O. and Li, Ling-yee (2014) The Effects of Practicing the Marketing Concept on Export Performance in International Markets; A Study of Exporting Companies in Ghana. *International journal of Business and Social Sciences*. 5 (2)

Oladele, O. P. (2012), Moderating Customer Relationship Management (CRM) to enhance Firm Performance through Continuous Product Development. *Australian Journal of Business and Management Research Vol.2 No.01*

Oliver Wyman (2014), *Towards better capital market solution for SME financing*, available at http://www.oliverwyman.com/content/dam/oliver-wyman/global/en/files/insights/financial-services/2014/July/FINAL3_BetterCapitalMarketMechanismsSMEs.pdf

Oliver, R. L, (1996), S*atisfaction: A Behavioral Perspective on the Consumer*, McGraw-Hill, New York.

Olotu, O.A. (2009) an Unpublished ph.D Desertion of Rivers State University of Science and Technology Port Harcourt Nigeria

Olson P.D., Bokor D.W. (1995): Strategy Process Content Interaction: Effects on Growth Performance in Small Start-up Firms, *Journal of Small Business Management*, 33 (1), 34–44.

Oluwale, Fatoki (2014) Immigrant entrepreneurship in south Africa; current literature and research opportunities. *Journal of social sciences* 40 (I), 1-7

Onaolapo A. A., Salami A. O. and Oyedokun A. J. (2011) Marketing Segmentation Practices and Performance of Nigerian Commerical Banks. *European Journal of Economics, Finance and Administrative Sciences*. Issue 29

Onu, A. J. C. (2010) Foreign Direct Investment as a Market penetration and Economic Growth strategy in Nigeria, a PhD dissertation submitted to the Department of Business Administration, ABU Zaria

Ooi, K.B., Lin, B., Teh, P.L., & Chong, A. Y.L. (2012). Does TQM support innovation performance in Malaysia's manufacturing industry? Journal of Business Economics and Management, 13 (2), 366–393.

Organization for Economic Cooperation and Development (OECD) (2009). The Impact of the Global Crisis on SME and Entrepreneurship Financing and Policy Responses. Centre for Entrepreneurship, SMEs and Local Development. 1-72

Osho, R. (2003). Practice of Marketing. 1st Edition. Lagos: Global Annuals.

Osotimehin, K.O., Jegede, C. and Akinlabi, B. H. (2012) An Evaluation of the Challenges and Prospects of Micro and Small Scale Enterprises Development in Nigeria. *American International Journal of Contemporary Research*. 2. 4

Oyedijo, A et al., (2012). Impact of Marketing Practices on the Performance of Small Business Enterprises: Empirical Evidence from Nigeria. *European Journal of Economics, Finance and Administrative Sciences.* 46: 130-146.

Palmatier, R. W. (2008). *Relationship Marketing*. Cambridge, Massachusetts: Marketing Science Institute

Pandza, K. (2011), "Why and how will a group act autonomously to make an impact on the development of organisational capabilities?", *Journal of Management Studies*, 48 (5): 1015-1043.

Panigyrakis, G. G., and Theodoridis, P. K. (2007). Market orientation and performance: An empirical investigation in the retail industry in Greece. *Journal of Retailing and Consumer Services, 14*(2), 137-149.

Pearce J.A., Robinson R.B.J. (1985): *Strategic Management: Strategy Formulation and Implementation*, Homewood, Illinois, Richard D. Irwin, Inc.

Pearce, J., E . Freeman and R. Robinson, (1987), 'The Tenuous Link between Formal Strategic Planning and Financial Performance', *Academy of Management Review*. 13 (4), 658-675.

Pedhazur, E. J. Schmelkin, L. P. (1991). Measurement, Design, and Analysis: An Integrated Approach. Hillsdale, NJ: Lawrence Erlbaum.

Peilei, F (2011), 'Innovation capacity and economic development: China and India', *Economic Change*

Peter Naude, Ghasem Zaefarian, Zhaleh Najafi Tavani, Saeed Neghabi, Reze Zaefarian. (2014). The influence of network effects on SME performance. *Industrial Marketing Management* 43 (4), 630-641.

Peterson, R.T. (1991), "Small business usage of target marketing", *Journal of Small Business Management*, 29 (4): 79-85.

Phyra Sok, Aron O'Cass, Keo Mony Sok. 2013. Achieving Superior SME Performance: Overarching role of Marketing, Innovation, and learning Capabilities. *Australasian Marketing Journal (AMJ)* 21 (3), 161-167.

Porter, M. E. (2008), 'The five competitive forces that shape strategy', *Harvard Business Review*, 86, (2)

Powell, T. C. (1995). Total Quality Management as Competitive Advantage: a Review and empirical study.

Prajogo, D. I. (2007),"The relationship between competitive strategies and product quality", Industrial Management & Data Systems, 107 (1), 69 – 83

Pride, W. M. and Ferrell O.C. (2013) "Marketing" South Western/Cengage Learning.

Priem, R. L. and Bulter, J.E. (2001), "Is the Resource-Based "View" a Usefbl Perspective for Strategic Management Research?," *Academy of Management Review*, 26 (I), 22-40.

Putcha, C., Sloboda, B., Putcha, V., Khani, M. and Tabba, A. (2015), "Financial Aspects of Determining Optimal Occupancy Factor (Rate) for hotels based on Probabilistic Analysis", Global Conference on Business and Finance Proceedings (GCBF), 10 (1) 2015.

Puwanenthiren, P. (2012). "Market Segmentation and Its Impact on Customer Satisfaction with Especial Reference to Commercial Bank of Ceylon PLC". Global Journal of Management and Business Research, 12 (17), 1-9

Quinn, L. (2009), "Market segmentation in managerial practice: a qualitative examination", *Journal of Marketing Management*, 25 (3-4), 253-272.

Rahman, S., and Sohal, A. (2002). A Review and Classification of Total Quality Management Research in Australia and an Agenda for Future Research. *International Journal of Quality and Reliability Management*. 19 (1), 46-66.

Rajagopal. (2007) Marketing Dynamics: Theory and Practice. New Delhi, India: New Age International. Retrieved April 5, 2010, from NJIT EBook Library:http://www.njit.eblib.com.libdb.njit.edu:8888/patron/FullRecord.aspx?p=437711

Raju, P.S., Lonial, S.C. and Crum, M.D. (2011), "Market orientation in the context of SMEs: A conceptual framework", *Journal of Business Research*. 64 (12), 1320-1326

Ramsaran, Fowdar and Vanisha Oogarah-Hanuman (2010), Examining the Relationship between Market Orientation, Service Quality and Business Performance – The case of stockbrokers in Mauritius. *Journal of Marketing*, 68 (12) 81-94.

Ramu, S.S., (2003). Marketing. 1st Edition, Delhi: A. H Wheeler and C. Ltd.

Reed, R., Lemak, D. J., and Mero, N. P. (2000). Total quality management and sustainable competitive advantage. Journal of Quality Management. 5, 5–26.

Reijonen, H. (2010). Do all SMEs practice same kind of marketing? *Journal of Small business management* 13 (2).

Resnick, S., Cheng, R., Brindley, C., Foster, C. (2011) 'Aligning teaching and practice: a study of SME marketing, *Journal of Research in marketing and Entrepreneurship.* 13 (1), 18-25.

Ringim, K.J. (2012). Effect of the business process reengineering factors on information and technology capabilities on organizational performance. *Unpublished Doctoral Thesis,* University Utara Malaysia.

Ritala, P., (2012), "Coopetition strategy – when is it successful? Empirical Evidence on Innovation and Market Performance", *British Journal of Management,* 23, 307-324.

Ritala, P., (2012),, "The importance of diverse collaborative net-works for the novelty of product innovation", *Technovation*, 27, 367-377.

Ritala, P., Hurmelinna-Laukkanen, P., Blomqvist, K., (2009), "Tug of war in innov-ation–coopetitive service development", *International Journal of Services Technol-ogy and Management*, 12 (3), 255-272.

Robinson, R. and Pearce, J. (1988) 'Planned Patterns of Strategic Behaviors and their Relationship to Business Unit Performance', *Strategie Management Journal, 9,* (8), 43-6.

Ronstadt., R. (2011) "The Educated Entrepreneurs: A New Era of Entrepreneurial Education is Beginning." *American Journal of Small Business*, 11 (4), 37-53

Roscoe, J. T. (eds) 1975, Fundamental Research Statistics for the Behavioural Sciences, Holt Rinehart & Winston, New York.

Rosli, M.M. (2011). Determinants of Small and Medium Enterprises Performance in the Malaysian Auto Part Industry, *Africa Journal of Enterprises management*, 5(20), 8235-8241

Rotimosho (2003). Practice of Marketing. 1st Edition. Lagos: Global Annuals.

Sarantakos, S. (2005), Social Research, Palgrave Macmillan, New York

Saraph, J., Benson, P., and Schroeder, R. (1989). An Instrument for Measuring the Critical Factors of Quality Management. *Decision Sciences*. 20, 810-829.

Sarri, K., Bakouros, Y. and Petridou, E., 2010, "Entrepreneur training for creativity and innovation", *Journal of European Industrial Training*, 34 (3), 270-288.

Sarwoko, E., Surachman, Armanu, & Hadiwidjojo, D. (2013). Entrepreneurial Characteristics and Competency as Determinants of Business Performance in SMEs. *Journal of Business and Managemen*t 7 (3), 1-38

Schiavone, F. and Simoni, M., 2011, "An experience-based view of co-opetition in R&D networks", *European Journal of Innovation Management*, 14, 2, 136-154.

Schiliro, D. (2012). A Coopetitive Model for the Green Economy, Economic Modelling 29 (4), 1215–1219.

Schlinke, J. and Crain, S., (2013). Social Media from an Integrated Marketing and Compliance Perspective. *Journal of Financial Service Professionals,* 67(2), 85-92.

Schmidt, W. and R.W. Buell (2014) "Decision making under information asymmetry: Experimental evidence on belief refinements" *Harvard Business School Working Paper Series*, No. 15-001 .

Schumpeter, J. A. (1934). The Theory of Economic Development, Cambridge, *Harvard University Press.*

Schumpeter, J. A. (1950). Capitalism, Socialism and Democracy, New York, *Harper*

Scott, A. and Kesten, C. G. (2007). "Competitor-oriented Objectives: The Myth of Market Share". *International Journal of Business* 12 (1), 116–134.

Scott, A., F. and Collopy, F. (1996). Competitor Orientation: Effects of Objectives and Information on Managerial Decisions and Profitability . *Journal of Marketing Research* 23: 188–199.

Sekaran, U. (2003). Research method for business (4th ed.). New York: *John Wiley and sons, inc.*

Sekaran, U., & Bougie, R. (2010). Research methods for business: A skill building approach (5th ed.). Chichester: *John Willey and Sons Ltd*.

Sekaran, U., Robert, Y.C. and Brian, L.D. (2001) Applied business research (1st ed.). Australia: *John Wiley and Sons* Australian Ltd

Selland, C. (2004) Back to the Future. Customer Relationship Management, 8, 26.

Serenko, Alexander (2010). "Student satisfaction with Canadian Music Programs: The application of the American Customer Satisfaction Model in Higher Education" (PDF). *Assessment and Evaluation in Higher Education*, 35 (4).

Sharifi, H, Ismail, H, Qiu, J & Tavani, S (2013), 'Supply chain strategy and its impacts on product and market growth strategies: A case study of SMEs', *International Journal of Production Economics*, retrieved from doi.org/10.1016/j.ijpe.2013.05.005.

Shehu, A.M. (2014). The Relationship between Market Orientation and Firm Performance: A Look at Nigerian SMEs. *Developing Country Studies*, 4 (12), 87-93.

Shehu, A.M., and Mahmood, R. (2014). Influence of Entrepreneurial orientation and Busniess environment on Small and Medium Firm Performance: A PLS Approach. *Advances in Management and Applied Economics,* 4 (4), 101-114.

Shehu, A.M., and Mahmood, R. (2014). Market orientation, Knowledge management and Entrepreneurial orientation as predictors of SME performance: Data screening and Preliminary Analysis. *Information and Knowledge Management,* 4 (7), 12-23.

Shija, M.D. (2012) Introduction to Bussiness. Makurdi-Nigeria; *SOHA Publisher*

Shrivastava, S., and Kale, S. H. (2003). Philosophizing on the elusiveness of relationship marketing theory in consumer markets: A case for reassessing ontological and epistemological assumptions. *Australasian Marketing Journal,* 11 (3), 61-71.

Shukri Bakar, M., and Mahmood, R. (2014). Linking transformational leadership and corporate entrepreneurship to performance in the public higher educations in Malaysia. *Advances in Management and Applied Economics*, 4 (3), 109-122.

Sin, L. Y. M., Tse, A. C. B., et al. (2005). CRM: conceptualization and scale development. *European Journal of Marketing*, 39(11/12), 1264-1290.

Singh, R. K., Garg,S. K. and Deshmukh, S.G., (2010),"The competitiveness of SMEs in a globalized economy: Observations from China and India", *Management Research Review*, 33 (1), 54 – 65

Siti, H. M., Norfaridatul, A. O., Juhaini, J. and Izaidin, A. M. (2014). Customer Relationship Management Practices: The Impact on Organizational Performance in SMEs of Food Manufacturing Industry. *European Journal of Business and Management* l.6 (13)

SMEDAN, (2012) Survey report on micro, small and medium enterprises in Nigeria. *Nigerian Bureau of statistics and small and medium enterprises development agency of Nigeria,*

Soliman, H.S. (2011) Customer Relationship Management and Its Relationship to the Marketing Performance. *International Journal of Business and Social Science Vol. 2 No. 10; June 2011* 166

Sousa, R. (2003). Linking quality management to manufacturing strategy: an empirical investigation of customer focus practices. *Journal of Operations Management,* 21, 1-18.

Sousa, S., & Aspinwall, E. (2010). Development of a performance measurement framework for SMEs. Total Quality Management & Business Excellence, 21 (5), 475–501.

Soyibo, Adedoyin (2013) The Concept of Entrepreneurship. *Business and Management Reveiw* 1(1): 41-48,

Spithoven, A, Vanhaverbeke, W & Roijakkers, N (2013), 'Open innovation practices in SMEs and large enterprises', *Small Business Economics*, 41, 537-562.

Stokes, D. (2000) 'Putting Entrepreneurship into Marketing: the Processes of Entrepreneurial Marketing', *Journal of Research in Marketing and Entrepreneurship*, 2 (1) 1-16.

Strandvik, T., Holmlund, M. and Gronroos, C. (2014), "The Mental Footprint of Marketing in the Boardroom", *Journal of Service Management*. 25 (2), 241-252.

Strauss, A and Corbin, J. (eds) 1998, *Basic of Qualitative Research, Techniques, and Procedures for Developing Grounded Theory*, Sage Publications, Thousand Oaks.

Sunday, I.L. and Agbo, P.O. (2015). Entrepreneurship. Kaduna, Nigeria. *Supreme printing and publishing company*

Szirmai, A, Naude, W. and Goedhuys, M. (2011), *Entrepreneurship, Innovation, and Economic Development*, Oxford University Press, Oxford

Tajeddini, K., Trueman, M., & Larsen, G. (2006). Examining the effect of market orientation on innovativeness. *Journal of Marketing Management, 22, 529-551*.

Tanur, J.M. (ed.) (1992), Questions about Questions: Inquiries into the Cognitive Bases of Surveys, Russel Sage Foundation, New York.

Taticchi, P., Balachandranand, K. & Tonelli, F. (2012). Performance measurement and management systems: State of the art, guidelines for design and challenges. *Measuring Business Excellence*, 16 (2), 41-54.

Taticchi, P., Tonelli, F. & Cagnazzo, L. (2010). Performance measurement and management: A literature review and a research agenda. *Measuring Business Excellence*, 14 (1), 4-18.

Terziovski, M. & Samson, D. (1998). The link between total quality management practice and organizational performance. International Journal of Quality and Reliability Management 16 (3): 226–237.

Ticehurst, G.W. & Veal, A.J. (2000), Business Research Methods: A Managerial Approach, Pearson Education, Frenchs Forest.

Trkman, P. (2009) The critical success factors of business process management. *International Journal of Information Management*, 30 (2), 125-134.

UAE MFT (2012), *Why UAE: Unlimited Opportunity Yearbook 2012*, Ministry of Foreign Trade Publications, UAE

Udendeh, G. (2006), Entrepreneurship and Financing Options For Beginners, The Nigeria Experience 2nd Edition: *Kaduna: M.O. press*

Uzor, O.O. (2014).Small and Medium Scale Enterprises Cluster Development in South- Eastern Region of Nigeria. Institute for World Economics and International Management, 5-15.

Valos, M.J. & Bednall, D.H. (2010), 'The alignment of market research with business strategy and CRM', *Journal of Strategic Marketing*, 18 (3), 187-199

Vasudeva, G. and Anand, J. (2011) Unpacking Absorptive Capacity: A Study of Knowledge Utilization from Alliance Portfolio. *The Academy of Management Journal*, 54 (3), 611–623.

Venkatraman N., Ramanujam V. (1986): Measurement of Business Performance in Strategy Research: A Comparison of Approaches, *Academy of Management Review*, 1 (4), 801–814.

Venkatraman, N. and V. Ramanujam, (1987), 'Measurement of Business Economic Performance: An Examination o f Method Convergence', *Journal of Management*. 13 (1), 109-122.

Verhoef, P.C., Spring, P.N., Hoekstra, J.C. and Leeflang, P.S.H. (2002), "The commercial use of segmentation and predictive modeling techniques for database marketing in the Netherlands", *Decision Support Systems*, 34 (4), 471-481.

Verschoor, C.C. 2001. Ethical behaviour brings tangible benefits to organizations. *Strategic Finance*, 20 (2). 33-48

Vickerstaf A. (1997), 'Marketing Orientation and Professional Services: A n Application to the Legal Sector, *Proceedings: Academy of Marketing Conference*, Manchester.

Vikas and Kamakura, Wagner A. and Govind, Rahul, (2011) Geographic Patterns in Customer Service and Satisfaction: An Empirical Investigation. *Journal of Marketing*, 68, 48-62

Vikas Mittal; Carly Frennea (2010). "Customer Satisfaction: A Strategic Review and Guidelines for Managers." Marketing Science Institute: *MSI Fast Forward* (701-710).

Vikas, Kamakura, Wagner and Govind, (2014) Geographic Patterns in Customer Service and Satisfaction: An Empirical Investigation. *Journal of Marketing*, 68, 48-62

Vokurka, R. (2001). Using the Aldridge criteria for personal quality improvement. *Industrial Management Data Systems* 101 (7), 363-369.

Wang and Chen (2010). The Effect of Total Quality Management and Market orientation on Hotel performance. *International Conference on Business and Economics Research vol*.1

Wang, E., Klein, G., & Jiang, J.I. (2007). IT support in manufacturing firms for a knowledge management dynamic capability link to performance. *International Journal of Production Research, 45 (11), 2419-2434.*

Wang, I. C., Huang, C. Y., et al. (2010). The influence of Customer Relationship Management Process on Management performance. *International Journal of Organization Innovation,* 2 (3), 40-50.

Wang, M.; Tien, S. and Tai, Y. (2004) "An Assessment of the Relationship Between Origins of Corporate Competences and Business Performance, Example of Taiwan's small and medium-sized Enterprises", Taiwan: Chung-Hwa University.

Wang, Y., and Feng, H. (2012). Customer relationship management capabilities: Measurement, antecedents and consequences. *Management Decision,* 50 (1), 115-129.

Webster, R.L., Hammond, K.L., & Rothwell, J.C. (2014). Market orientation effects on business performance: Views from inside and outside the business school. *American Journal of Business Education,* 7 (1), 9-20.

Wedel, M. and Kamakura, W.A. (2013), *Market Segmentation: Conceptual and Methodological Foundations*, 2nd edition, Boston, MA: Kluwer Academic Publishers.

Whited, H.H. (2014). Constructing a Cash Budget and Projecting Financial Statements: An Exercise of Short-Term Financial Planning for Entrepreneurs. *Review of Business and Finance studies.* 5.

Wilson, G.A., Perepkin, J., Zhang, D.D., & Vachon, M. (2014). Market orientation, alliance orientation, and the business performance in the biotechnology in industry. *Journal of Commercial Biotechnology,* 20 (2), 32-40.

Winer, R. S. (2001) A Framework for Customer Relationship Management, California Management Review, 43 (4), 89-104

Wirtz, J., Tuzovic, T. and Kuppelwieser, V. G. (2014) The role of marketing in today's enterprises. *Journal of Service Management* 25 (2), 171-194

Wonglimpiyarat, J. (2011), 'Government programmes in financing innovations: Comparative innovation system cases of Malaysia and Thailand', *Technology in Society*. 33, 156-164

Wu, S. I., and Li, C. L. (2012). The Relationship between CRM, RM, and Business Performance: A Study of the Hotel Industry in Taiwan. *International Journal of Hospitality Management,* 31 (1), 276-285.

Wu, S.-I., and Li, P.C. (2011). The Relationships between CRM, RQ, and CLV based on Different Hotel Preferences. *International Journal of Hospitality Management,* 30 (2), 262-271.

Yim, F. and Anderson, R. (2004). Customer relationship management: its dimensions and effect on customer outcomes. *Journal of Personal Selling & Sales Management, 24* (4), 263-278

Yusoff, M.N.H., Nasir, N.B.W. & Zainol, F.N. (2012). Assessing the impact of knowledge of Government Business services on prosensity of New Graduates to Venture into Business. *International journal of Business and Management,* 7 (16), 106-117.

Zaefarian. (2014). The influence of network effects on SME performance. *Journal of Industrial Marketing Management* 43 (4), 630-641.

Zailani, Din & Wahid(2008) The Effect of Internal Measures of Service Quality on Business Performance: A Case Of Hotel Industry In Malaysia. *6th Annual Hawaii International Conference on Business*

Zamora, E.G., Benito, O.G., & Gellego, P.A. (2013). Organizational and environmental factors as moderators of the relationship between multidimensional innovation and performance. *Innovation: Management, Policy and Practice, 15(3), 224-244*

Zhu, Y, Wittmann, X and Peng, M (2011), 'Institution-based barriers to innovation in SMEs in China',*Asia Pacific Journal of Management*, retrieved from doi: 10.1007/s10490-011

Zikou, E., Naumov, M., and Sarri, K., 2011, "Entrepreneurship as a factor for economic growth", Proceedings of the 1st international conference for undergraduate, grad-uate and post graduate students of students' association of south and eastern Eur-ope and the Black Sea region economic universities (ASECU YOUTH).Rostov-on-Don, Russia, 259-263.

APPENDIX "1"

Krejcie and Morgan, (1970), Table for Determining Sample Size for a Finite Population

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX "2"

Krejcie and Morgan, (1970), formula for calculating Sample size for a Finite Population

Formula for determining sample size

$$s = X^2NP(1-P) \div d^2(N-1) + X^2P(1-P)$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

APPENDIX "3"

Department of Business Administration,
School of Post graduate studies,
Ahmadu Bello University
Zaria
28th June, 2014.

Dear Respondent,

EFFECT OF ENTREPRENEURIAL MARKETING PRACTICES ON PERFORMANCE OF SMALL AND MEDIUM SCALE ENTERPRISES IN MAKURDI METROPOLIS IN BENUE STATE OF NIGERIA

Your company has been carefully sampled (having met certain selection criteria) to participate in this research study as captioned above. The study is an academic exercise which (among other things) aims at fulfilling my Ph. D requirements. *Your cooperation in completing this questionnaire is central to the success of this research study just as y*our timely completion of the questionnaire in its entirety will be very much appreciated. *Please use your best judgment in answering the questions. On the other hand, please do take care to answer the questions as fully and accurately as you can. The questionnaire has been designed for you to be able to circle your response. This should enable you to complete it in the shortest possible time.*

The researcher is aware that some of the information sought for in this questionnaire are confidential, and promise to take every precaution to protect you and your company. All responses will be entered into databank in coded forms with the company identities known only to the researcher. No response of individual persons or companies will be disclosed to any person or any external report. We will appreciate if you return this questionnaire filled and if possible with a copy of organizational chart showing its basic structure.

Thanks a lot for your co-operation and anticipated response.
Yours faithfully,

Hanmaikyur, Tyoapine John
(**Ph.D/ADMIN/08467/2010-2011)**
(Researcher/Student)

Tel.; 07031059281, 08059035713
Section A (BIOGRAPHIC AND COMPANY BASED DETAILS)

Background Information
The purpose of this section is to establish the general profile of the enterprise and the respondent.

The entire section is made up of both **close ended** and **open ended questions**.

i) For the open-ended questions, the respondent is expected to freely but honestly express him/herself.

ii) For the close ended questions, the respondent is advised to sincerely tick only one of the options provided that is most suitable to you.

1) Gender: ☐ Male ☐ Female

2) Age (Years): ☐ 18 - 27, ☐ 28 - 37, ☐ 38 – 47, ☐ 48 - 57, ☐ 58 and above

3) Indigene; ☐ Nigerian ☐ Non- Nigerian

4) Highest education Qualification:
☐ FSLC and below, ☐ O' Level, ☐ A' Level/Degree, ☐ Post Graduate, ☐ others, ___

5) Relevant working Experience (In years);
☐ 1 - 5, ☐ 6 – 10, ☐ 11 – 15, ☐ 16 - 20 ☐ 21 and above.

6) Position occupied in the company.
☐ Owner, ☐ Owner/Manager, ☐ Supervisor, ☐ Others (please specify) _____

7) Class of SMEs; ☐ Small Enterprises, ☐ Medium Enterprises

8) Indicate the type of business activities (By sector) that your company is in; _____

9) Source of funding: ☐ Personal, ☐ Family, ☐ Friends, ☐ Banks, ☐ Partnership, ☐ Others

10) Legal status of the business ☐ Registered, ☐ Not Registered

11) Ownership status: ☐ Sole proprietorship, ☐ partnership, ☐ Joint venture, ☐ others

12) For how long has the business been in operation? _____

13) Total assets of my firm at the end of a year_____

14) Scope of operation; ☐ local, ☐ state wide, ☐ Regional, ☐ National, ☐ International

15) Identify at least 5 (Five) best EM practices carried out by your company _____

16) Nature of SMEs: ☐ Head office ☐ Branch ☐ Subsidiary ☐ Others ----------

17) Any other information._____

Section B (MARKETING PRACTICES)

This section is made up of Likert scale type statements with multiple choice answers provided. Please indicate your answers with an (X) in the appropriate block. The available options are;

A = Strongly Agree, B=Agree, C= Neutral, D = Disagree and E = Strongly Disagree

Firm Performance

You are requested to honestly answer questions on firm performance as contained in the following performance variables

Return on Investment (ROI)

S/N	QUESTIONS	A	B	C	D	E
1	We achieve a high return on investment based on a universal scheme of EM practices which we put in place using different lenses.					
2	Our firm's Return on Investment is regularly assessed to ensure that it is constantly on a positive side.					
3	We keep our staff abreast on the need to work hard to ensure that our Return on Investment is ensured.					
4	We establish a direct link between our company and the preliminary customers (Major buyers) to achieve high Return on Investment.					
5	To ensure a successful Return on Investment, we establish appropriate Market segments and have other appropriate segments at all times.					
6	We theoretically and practically analyze our markets at all times to know what will work well to achieve high Return on Investment.					
7	Our marketing practices and customer relationship is done with a view of driving high Return on Investment.					
8	The continuous improvement on our Return on Investment is a clear indication of our ability to win the market in an efficient way.					
9	Our firm's high Return on Investment makes us to remain on top of competition at all times.					
10	Services rendered by our firm keep attracting people from far and wide,					

	leading to an improved Return on Investment.					

Sales Growth

S/N	QUESTIONS	A	B	C	D	E
1	Our sales growth is always informed by constantly putting in place appropriate and innovative EM practices.					
2	We use sales growth variables to gauge the success or otherwise of our business					
3	We keep our staff abreast of the need to work hard to ensure that an improved return on investment is ensured thereby increasing sales growth					
4	To ensure that we achieve an increased sales growth, we classify and rank our customers, then decide appropriate EM practices for them.					
5	Establishing long-time relationship with our customers is one of their strategies to ensure improved sales growth.					
6	We ensure customer satisfaction during and after the process of product exchange to guarantee improved sales growth.					
7	Our business is systematically conducted to accelerate sales growth through the growth of positive relationships with our stake holders.					
8	In order to create value for our customers and ensure high sales growth for the business, we play multiple roles with them and even competitors					
9	To ensure successful and consistent sales growth, we carry out business activities that tend to cooperate with our suppliers, customers, competitors and staff.					
10	The philosophy of our increased sales growth lies in part on the exploitation of our future competitive advantages by changing the game to benefits the business and our customers.					

Market Share

S/N	QUESTIONS	A	B	C	D	E
1	We engage in different EM practices to ensure that our company get a large share of the market and also cope with business challenges at hand					
2	Our EM practices are refreshed every time with more appropriate ones put in place to capture more shares in the market.					
3	Benefits of an enhanced market share are constantly explained to our staff so that it becomes a single voice of the customer that people refer to.					
4	We successfully achieve wide market share because our marketing practices are successful as their clients are also engaged in their formulation.					
5	We try to build appropriate and relevant segments and have other alternatives segments to ensure that we achieve a large share of the market.					
6	We are theoretical and analytical experts who know our business well and also know what would work intuitively.					
7	Our customer relationship management is done with a view of driving growth in our market share					
8	Our EM practices are determined by the ability to win share of the market in an efficient way.					
9	We target high-valued market segments as well as those which are less competitive and at the same time avoid shrinking segments					
10	Our products and services are developed to attract people from various segments of the market.					

Customer Satisfaction

S/N	QUESTIONS	A	B	C	D	E
1	We take a long term view to the formation of our company's relationships with customers.					
2	We create room for customers to define how they want the firms' products and services to satisfy them.					
3	Our customer satisfaction strategies and approaches are regularly evaluated to make sure they are result oriented.					
4	We regularly find out from our customers how they may be satisfied just as we also strike a balance between their wishes and the firms' objectives					
5	customer satisfaction is a top priority in our business					
6	We insist on offering both quality products and services that are capable of satisfying their customers.					
7	Our company keeps researching to attain the highest quality products and services to keep abreast with modern trends in the global market.					
8	We regularly train their staff on quality practices to make sure that their customers get the best.					
9	Our products and services are made to undergo quality assurance tests and are certified okay before they are given out to their customers.					
10	As a customer satisfaction strategy, we regularly encourage our customers to evaluate our products and services before they consume them.					

Entrepreneurial Marketing Practice

Five entrepreneurial marketing practices variables made up of Customer Relationship Management (CRM), Market segmentation, Co-opetition, Quality and Market promotion are presented below. You are requested to honestly offer your views on them as per the questions attached.

Customer Relationship Management (CRM)

S/N	Questions	A	B	C	D	E
1	We take a long term view to the formation of customer relationships					
2	Investment in training and other resources to support CRM-related initiatives have been extensive					
3	We are very good at adapting to IT applications and responding to unplanned customer demands					
4	CRM software allows us to differentiate among customer profitability					
5	Our relational databases or data warehouse provides a picture of individual customer histories, purchasing activity and problems					
6	When extracting data from CRM systems & databases, most people involved have extensive knowledge of the business issues facing our firm					
7	We have formal procedures for cross-selling and up-selling to customers					
8	Sophisticated models are frequently used to analyze customer data					
9	Skills and experience at converting data to customer knowledge					
10	We have achieved high Level of repeat business with valuable customers and there is reduction Success at generating revenues from new products					

Market Segmentation

S/N	Questions	A	B	C	D	E
1	We don't have a universal scheme of segmentation; rather we use it as a way of cutting our database through different lenses, depending on the business challenge at hand					
2	Our segmentation models are refreshed daily or monthly, and new segmentation schemes appear every 3-6 months, depending on the business need"					
3	We make all our staff to walk and talk segmentation so that it becomes a single voice of the customer that people refer to					
4	We make our segmentation project successful by making our clients to be engaged in it					
5	To ensure success, we try to build segment and have other alternatives segments.					
6	We are theoretical and analytical experts who know their business well and also know what would work intuitively					
7	Our customer segmentation is done with a view of driving growth					
8	The success of segmentation is determined by the ability to win the market in an efficient way					
9	We target high-value segments or those which are less competitive just as we avoid shrinking segments					
10	We develop overall a service that will attract people from various segments, and make sure that our segmentation practices work across different views or lenses					

Co-opetition

S/N	Questions	A	B	C	D	E
1	Our Co-opetition strategy has a positive effect on capacity to innovate to a greater extent than pure cooperative or competitive strategy since Cooperating with direct competitors provides us with a positive effect on development of our product lines".					
2	Upstream alliances characterized for co-opetition behavior have a positive effect on development of product lines to a greater extent than pure cooperative or competitive attitude					
3	Downstream alliances characterized for co-opetition behavior have a positive effect on development of product lines to a greater extent than pure cooperative or competitive attitude					
4	The way our business is being conducted, accelerate growth of our relationships based not on ownership, but on partnership.					
5	By co-opetitive relationships, we play multiple roles and look for complementary partners to create value					
6	To ensure success, our co-opetition practices include five players of a business game; the focal firm, its suppliers, its customers, its substitutors or competitors and its complementors					
7	The philosophy of co-opetition is that the purpose of our firm might ot be elimination of its competitors, but the exploration and exploitation of future coopetitive advantages by changing the game to their benefit					
8	Our Co-petition strategy constitutes an alternative business strategy for firms to form alliances with various competitors and look for complementary resources and capabilities in pursuit of business opportunities					
9	By adopting co-opetition strategy, we gain access to our competitors' resources and valuable knowledge which enables us to improve.					
10	Our company has built a "co-opetitive portfolio" consisting of different kinds of co-opetitive partners to enjoy enhanced performance.					

Quality

S/N	Questions	A	B	C	D	E
1	We create room for our customers to define how they want our products and services to satisfy them.					
2	We insist on offering both quality products and services to our customers"					
3	We keep researching to attain the highest quality products and services to keep abreast with modern trends in the global market					
4	Our staff are regularly trained on quality practices and standards to make sure that our customers get the best					
5	Both our products and services are made to undergo quality assurance tests and are certified okay before they are given out to our customers.					
6	Our total quality approach to competition gives us an edge among our competitors in the market					
7	We make sure that our quality practices conform to industry standards as well as the standard set by the regulatory authorities					
8	We take sample (both products and services) from our competitors, stud y them and improve on them to give our customers the best.					
9	We rely n our quality products and services to win customers and Competitions.					
10	We make sure our quality approaches supercede those of our competitors					

Market Promotion

S/N	Questions	A	B	C	D	E
1	We most often use word of mouth to promote our products instead of standard popular promotional strategies.					
2	We are dedicated to establishing a direct link between our company and the preliminary customers (major buyer)					
3	As a promotional strategy, We establish close relationships with major buyers and sellers					
4	To achieve desired results in our promotional activities, we classify and rank customers then decide appropriate promotional strategies for them.					
5	Establishing long-time relations with customers through meetings, festivals and religious and cultural rituals is one of our promotional strategies.					
6	As a promotional strategy, we ensure customer satisfaction during and after the process of product exchange, through direct phone calls between the entrepreneur and the customer					
7	We promote in magazines, newspapers and other publications in a specified time interval					
8	We design our promotional strategies based on our rivals' activities.					
9	More attention (dedication) to sales is given to our old customers instead of finding new ones or decrease costs such as packaging, distribution or advertising costs					
10	We promote with cheap and new communication means such as email and SMS for further sales (through encouraging factors)					

Thank you for participating in this survey, your time and effort are greatly appreciated

APENDIX "4"

Sampled SMEs in Makurdi Metropolis

HOTELS

S/No	Names of Hotels	Product	Staff	Location
1.	Benue Hotel	Hotel Services	57	Ahmadu Bello way Old GRA, Makurdi
2.	Royal Choice Inn	Hotel Services	56	Gondo Aluor way, Makurdi
3.	Benue Metropolitan	Hotel Services	50	Atiku Abubakar Road, Makurdi
4.	Hallydays Hotel Resort	Hotel Services	61	Daniel Shinyi Street, Makurdi
5.	Plaza Hotels	Hotel Services	18	Lushakyaa Anja Street, Makurdi
6.	Doo Palace Hotel	Hotel Services	51	Father Hunter Street, Makurdi
7.	Terenso Hotel	Hotel Services	12	Gbehe Ikya Crescent, Makurdi
8.	City Gate Hotel	Hotel Services	19	No. 8 Daniel Amokachi Lane, Makurdi
9.	Gate Hotel	Hotel Services	16	No. 9 Kashim Ibrahim Road, Makurdi
10.	Smile View Hotel	Hotel Services	12	Father Hunter Street, Makurdi
11.	Nagi Hotel	Hotel Services	15	Adikpo Strt. Wadata, Makurdi
12.	Olympic Hotel	Hotel Services	11	Benin Strt. Wadata, Makurdi
13.	Kyabiz Hotel	Hotel Services	54	Kucha Utebe Gboko Road, Makurdi
14.	Gbihi Hotel	Hotel Services	12	Terwase Abadu, Gboko Road, Makurdi
15.	24/7 Hotel	Hotel Services	19	Gyado Villa, Gboko Road, Makurdi
16.	Chikamo Hotel	Hotel Services	16	Gyado Villa, Makurdi
17.	Lois Hotel	Hotel Services	19	Gyado Villa, Makurdi
18.	Villa Suits	Hotel Services	17	Gyado Villa, Makurdi

19.	Luxury Suits	Hotel Services	10	Judges Quarters Gboko Road, Makurdi
20.	Royal Suits	Hotel Services	15	Hudco Quarters North Bank, Makurdi
21.	Amingo Lodge	Hotel Services	16	Hudco Quarters North Bank, Makurdi
22.	Riverside Hotel	Hotel Services	15	Lafia Road, North Bank, Makurdi
23.	Bem Hotel	Hotel Services	12	Ankpa Quarters, Makurdi
24.	Agbo Hotel	Hotel Services	16	Agbo Street Wadata, Makurdi
25.	Hotel Lucia	Hotel Services	11	Baver Dzeremo Street, Makurdi
26.	Angus Guest House	Hotel Services	17	Behind Federal Pay Office, Makurdi
27.	Kimbis Inter. Hotel	Hotel Services	24	Opposite First Bank, Makurdi
28.	Savanna Guest House	Hotel Services	19	Onitsha Street High Level, Makurdi
29.	High Level Guest House	Hotel Services	17	Konshisha Street High Level, Makurdi
30.	Father's Mustach Hotel	Hotel Services	18	No.5 Kashim Ibrahim Rd, GRA, Makurdi
31.	Dony Suits	Hotel Services	19	Kashim Ibrahim Road, Makurdi
32.	Maimunna Kontagora	Hotel Services	53	Inikpi Strt. High Level, Makurdi
33.	Hayfield Hotel	Hotel Services	16	Abu King Shuluwa Road, Makurdi
34.	Hotel Bubec	Hotel Services	12	Old Otukpo Road, Makurdi
35.	Madona Guest House	Hotel Services	14	Nyman Layout High Level, Makurdi
36.	Amedu Lodge	Hotel Services	16	Nyman Layout High Level, Makurdi
37.	Dika Cool Inn	Hotel Services	19	Old Assembly Quarters, Makurdi
38.	Davcee Hotel	Hotel Services	17	Nyiman Estate, Makurdi
39.	Country Suits	Hotel Services	18	Hudco Quarters High Level, Makurdi
40.	Ishan Hotel	Hotel Services	19	Iorkyaa Ako Street High Level, Makurdi
41.	Vanco Guest Inn	Hotel Services	16	Edward Ujege Street H/ Level, Makurdi

42.	Green Belt Hotel	Hotel Services	17	Akpehe, Makurdi
43.	Comfort Vamo Suits	Hotel Services	10	Akpehe, Makurdi
44.	Hanta Hotel	Hotel Services	15	Shaya Bakut Road, Makurdi
45.	Joscey Hotel	Hotel Services	19	Shaya Bakut Road, Makurdi
46.	Eagle Suits	Hotel Services	17	Abu King Shuluwa Raod, Makurdi
47.	Hotel Rufina	Hotel Services	51	Old GRA, Makurdi
48.	Metro Prime	Hotel Services	16	Kashim Ibrahim Rd, GRA, Makurdi
49.	Patcuba Guest Inn	Hotel Services	15	Hudco Quarters North Bank, Makurdi
50.	Chettau De Victoria Hotel	Hotel Services	19	Logo 1, Makurdi
51.	Family Dollar	Hotel Services	15	Water Board Quarter, Makurdi
52.	Trust Hotel	Hotel Services	16	Logo 1, Makurdi
53.	Bollosom Suits	Hotel Services	18	Logo 1, Makurdi
54.	Habib Hotel	Hotel Services	17	Lusha Kya Street Old GRA, Makurdi
55.	Bobvamor Suites	Hotel Services	10	Judges Quarters Gboko Road, Makurdi

PETROLEUM STATIONS

S/No	Names of Company	Product	Staff	Location
1.	NNPC MEGA	Petroleum	50	New Otukpo Road, Makurdi
2.	NNPC MEGA (Affiliate)	Petroleum	11	Opp. Police station, North Bank, Makurdi
3.	NNPC MEGA (Affiliate)	Petroleum	20	New Lafia Road North Bank, Makurdi
4.	NNPC MEGA (Affiliate)	Petroleum	16	Opp. New Heavy Duty Park, Makurdi
5.	Angular Synergy Resources	Petroleum	16	Km 5 Gboko Road, Makurdi

6.	Total Nig. Ltd	Petroleum	15	Kashim Ibrahim Road, Makurdi
7.	Total Nig. Ltd	Petroleum	12	Old Bank Road New Garage, Makurdi
8.	Total Nig. Ltd	Petroleum	10	Opp. FRS Commission, Makurdi
9.	Kybiz Nig. Ltd	Petroleum	50	New Otukpo Road, Makurdi
10.	Kybiz Nig. Ltd	Petroleum	13	Opp. BSU second gate, Makurdi
11.	P. Kura Oil & Gas	Petroleum	24	Beside Road Safety OFFICE, Makurdi
12.	P. Kura Oil & Gas	Petroleum	15	Atom Kpera Road, Makurdi
13.	Master Energy Oil & Gas	Petroleum	11	New Lafia Road, North Bank, Makurdi
14.	M.R.S petroleum	Petroleum	15	Lafia Road North Bank, Makurdi
15.	Amajechis Nig. Ltd	Petroleum	17	Opposite Lafia park, North Bank, Makurdi
16.	Ronald Mnyim Nig. Ltd.	Petroleum	18	Lafia Road, North Bank, Makurdi
17.	Emant Nig. Ltd	Petroleum	15	Lafia Road, North Bank, Makurdi
18.	Zimadim Oil & Gas Ltd	Petroleum	15	Lafia Road North Bank, Makurdi
19.	Baraya Oil Nig. Ltd	Petroleum	11	By Toll Gate, North Bank, Makurdi
20.	Eager Petrol Nig. Ltd	Petroleum	12	Near Toll Gate, North Bank, Makurdi
21.	Jamal Ent. Nig. Ltd.	Petroleum	10	By Toll Gate North Bank, Makurdi
22.	APTRO Oil & Gas Ltd	Petroleum	13	New Lafia Road, North Bank, Makurdi
23.	NIPCO	Petroleum	11	New Lafia Road, North Bank, Makurdi
24.	Nze Oil Nig. Ltd	Petroleum	11	New Otukpo Road, Makurdi
25.	A.A. Rano Nig. Ltd	Petroleum	15	New Lafia Road, North Bank, Makurdi
26.	EDS Petroleum Services Ltd	Petroleum	11	Industrial Layout, Makurdi
27.	DEBACO Oil Nig. Ltd.	Petroleum	12	Opp. Mount Camel College, Makurdi
28.	FAFEH Global Resources	Petroleum	10	No. 70 Ankpa Quarters Road, Makurdi

29.	Prime Power Nig. Ltd.	Petroleum	18	No. 69 Ankpa Quarters Road, Makurdi
30.	Matino Nig. Ltd	Petroleum	10	J.S Tarka Road, Makurdi
31.	BIPC Oil & Gas Ltd	Petroleum	11	New Otukpo Road, Makurdi
32.	Rain Oil Ltd	Petroleum	10	Atom Kpera Road, Hudco Qrts Makurdi
33.	DOCHISS & Sons Nig. Ltd.	Petroleum	10	Old Otukpo Road, Makurdi
34.	TONIMAS Nig Ltd	Petroleum	16	New Otukpo Road, Makurdi
35.	TONIMAS Nig Ltd.	Petroleum	14	New Lafia Road, North Bank, Makurdi
36.	Bolex Nig Ltd	Petroleum	12	Atom Kpera Road, Makurdi
37.	Bolex Nig. Ltd	Petroleum	14	Km 2, Gboko Road, Makurdi
38.	Silveray Resources Ltd.	Petroleum	12	New Lafia Road, North Bank, Makurdi
39.	Silveray Rsources Ltd.	Petroleum	18	Old Lafia Road, North Bank, Makurdi
40.	Silveray Resources Ltd.	Petroleum	21	Opp. Govt. model college, Makurdi
41.	Silveray Resources Ltd	Petroleum	16	Km 4 Otukpo Road, Makurdi
42.	Silveray Resources Ltd	Petroleum	16	Opp. Gboko Road Garage, Makurdi
43.	Mobile Plc	Petroleum	12	Km 4 Otukpo Road, Makurdi
44.	Mobile Plc	Petroleum	10	Km 7 Gboko Road, Makurdi
45.	OANDO Nig. Plc	Petroleum	12	Opposite BSU first gate, Makurdi
46.	OANDO Nig. Plc	Petroleum	15	Kashim Ibrahim Road, Makurdi

SUPERMARKETS OUTLETS

S/No	Names of Business	Product	Staff	Location
1.	Dobbiac Supermarket	General goods	11	54 Iyorchia Ayu Road, Makurdi
2.	City Supermarket	General goods	15	86 Iyorchia Ayu Road, Wurukum Makurdi
3.	Omor Supermarket	General goods	12	No. 19 Abuking Shuruwa Road, Makurdi
4.	Emark's Supermarket	General goods	15	No. 43 Otukpo Road High Level, Makurdi
5.	Dan White Supermarket	General goods	16	28 Railway Bye-pass High Level, Makurdi.
6.	Mini Max Supermarket	General goods	15	Opposite Mobil Police H/Qrts, Makurdi.
7.	D.O.Brothers Supermarket	General goods	12	Opposite Central Mosque, Wadata, Makurdi
8.	Nobis Supermarket	General goods	11	Behind Wadata Mkt Makurdi, Benue State
9.	Togo's Supermarket	General goods	11	By Amusement Park, High Level, Makurdi.
10.	Nobis Supermarket	General goods	17	Wurukum Express way, Makurdi
11.	Mark Tony Supermarket	General goods	15	No. 11 Katsina-Ala Street, Makurdi
12	Chima stores	General goods	13	23, Ikeja Street, Makurdi
13	Igwe Super Stores	General goods	12	73, Agbo street Highlevel, Makurdi
14	Obinna store	General goods	11	Okpoga Close, Highlevel, Makurdi
15	Mac Tony store	General goods	12	Katsina Ala street, Makurdi

PHARMACEUTICAL ESTABLISHMENTS

S/N	Names of Business	Product	Staf	Location
1.	Metro Pharmacy	Pharmaceutical services	12	No. 8 Ali Aku Road, Makurdi
2.	Vical Pharmacy	Pharmaceutical services	11	No. 6 Ali Akilu Road, Makurdi
3.	Nativity Pharmacy	Pharmaceutical services	11	1 All Saints street New Garage, Makurdi
4.	Ambass Pharm.	Pharmaceutical services	15	No. 11 Ikeja Street Wadata, Makurdi
5.	Wino Pharmacy	Pharmaceutical services	15	No. 123 Benue Crescent, Makurdi
6.	Harvon Pharmacy	Pharmaceutical services	11	No. 116 Benue Crescent, Makurdi
7.	Ati Pharmacy	Pharmaceutical services	12	No. 58 Benue Crescent Wadata, Makurdi
8.	Sallat Pharmacy	Pharmaceutical services	12	No. 1 Ankpa Road, Makurdi
9.	Anchrowin Pharm.	Pharmaceutical services	16	No. 6 Ankpa Ward, Makurdi
10.	Le'med Pharmacy	Pharmaceutical services	15	No. 58 Ankpa Road, Makurdi
11.	PAG Pharmacy	Pharmaceutical services	11	High Level opposite Ashi Rice, Makurdi
12.	Maffi Pharmacy	Pharmaceutical services	16	Opp. St Theresas' Hospital, Makurdi
13.	Dophine Pharmacy	Pharmaceutical services	13	Beside Oracle Printing Press, Makurdi
14.	Bon Pharmacy	Pharmaceutical services	15	Wurukum by Pampas Hospital, Makurdi
15.	Nanka Pharmacy	Pharmaceutical services	17	Opposite North Bank Market, Makurdi
16.	Philip Pharmacy	Pharmaceutical services	15	opposite Main Sreet Bank, Makurdi
17.	Franklin Pharmacy	Pharmaceutical services	12	Akpehe Road Wurukum, Makurdi

18.	Medco Pharmacy	Pharmaceutical services	10	Modern Market Road, Makurdi
19.	Gosmon Pharmacy	Pharmaceutical services	13	By state Library Wurukum, Makurdi
20.	Fankis Pharmacy	Pharmaceutical services	12	74 Old Otukpo Road, Makurdi
21.	Simply Pharmacy	Pharmaceutical services	15	Lagos street Ext. New Garage, Makurdi

RESTAURANTS /EATERIES

S/N	Names of Business	Product	Staff	Location
1.	Hill Top Eatery	Food	12	NASME Barracks Road North Bank, Makurdi
2.	Oforoma Restaurant	Food	14	Behind Diamond Bank North Bank, Makurdi
3.	Golden Plate Rest.	Food	10	Kastina-Ala street High Level, Makurdi
4.	Herich Eatery	Food	16	Uni-agric road North Bank, Makurdi
5.	Mama Doo Restaurant	Food	13	Yogbo Road North Bank, Makurdi
6.	Gab-Jay Restaurant	Food	12	court 5,Lafia road North Bank, Makurdi
7.	Bliss Restaurant	Food	15	Ankpa Road, by Queens Hotel, Makurdi
8.	Bonanza Eatery	Food	15	Ndupet Plaza Kastina-Ala street, Makurdi
9.	Chuks Restaurant	Food	14	Kastina-Ala street High Level, Makurdi
10.	Treaties Restaurant	Food	16	Federal Secretariat High Level, Makurdi
11.	Di-Lish Restaurant	Food	16	Opposite Nedus Furniture's H/Level, Makurdi
12.	Chinese Restaurant	Food	13	School of Nursing Lane, Makurdi
13.	Father Mouseache	Food	11	13 Kashim Ibrahim Road, Makurdi
14.	Debecole Restaurant	Food	12	Otukpo Road, Makurdi

15.	Mr. Biggs	Food	51	Beside High Level Roundabout, Makurdi
16.	Roflix Restaurant	Food	12	NASME Junction North Bank, Makurdi
17.	Tito-Gate	Food	52	Kashim Ibrahim Road, Makurdi
18.	Stream Fast	Food	12	Highlevel Roundabout, Makurdi
19.	Kenvilla meals/park	Food	16	H/Level by TitusWest supermarket, Makurdi
20.	Doo Restaurant	Food	11	Kashim Ibrahim by Ashfa Motors, Makurdi
21.	Chi Best Restaurant	Food	12	O.G Winner Shop. Otukpo Rd. Makurdi

MEDICAL ESTABLISHMENTS

S/No	Names of Company	Product	Staff	Location
1.	Medical Trust Lab.	Medical test	16	Opp. BSU Teaching Hospital, Makurdi
2.	Divine Diagnostic Lab.	Eye services	11	19, Railway Bye Pass High Level, Makurdi
3.	Zion Eye Care Services	Eye services	18	19, Railway Bye Pass High level, Makurdi
4.	Rovi Pharmacy	Drugs	15	13, Iorkya Ako St.High level, Makurdi.
5.	Faith Diagnostic Center	Lab Test	16	Behind Mordern Market, Makurdi
6.	St. Ives Hospital	Medical	18	Behind Mordern Market, Makurdi
7.	Hapiwins Med. Clinic	Drugs	16	Aliade Road, Makurdi
8.	St. Mary Diagnostic Lab.	Drugs	15	Ankpa Road, Makurdi
9.	Ome Medical Diagnostic	Drugs	16	Ankpa Road, Makurdi
10.	Jomachy Pharmacy	Drugs	15	6, Owerri Street High Level, Makurdi
11.	Pharmacgro Industires	Drugs	16	34, Railway bye Pass High Level, Makurdi
12.	Dedoo Pharmacy	Drugs	12	Abu King Shuluwa Road, Makurdi

13.	Nanka Pharmacy	Drugs	9	8, Abu Shuluwa Rd Wurukum, Makurdi
14.	Makurdi Metro Pharmacy	Drugs	10	8 Ali Akilu rd, P.O.Box 2085, Makurdi
15.	Onankpa Pharmacy	Drugs	11	Opp. Owner Occupiers Estate Makurdi
16.	Better care pharmacy	Drugs	13	NO. 4 Yogbo Road, North Bank,Makurdi
17.	Nanka Pharmacy	Drugs	17	No. 65 Old Lafia Rd North Bank, Makurdi
18.	Vical pharmacy	Drugs	15	By Gen. Hospital, North Bank, Makurdi
19.	St. Sebastine Clinic	Medical	18	Opp. Gen. Hospital North Bank, Makurdi
20.	Epic Clinic & maternity	Medical	17	Off K/a Ala Street High Level, Makurdi
21.	Pas Pharmacy	Drugs	18	44, Old Otukpo Road High Level, Makurdi
22.	Joruth Pharmacy	Drugs	13	Atorough Rd, Nyiman Layout, Makurdi
23.	Holy trinity Hosital	Drugs	10	Atorough Rd, Nyiman Layout Makurdi
24.	Jappa Pharmacy	Drugs	17	2, Iorkyar Ako Street high Level, Makurdi
25.	Philip Pharmacy	Drugs	18	7, Zion Street Wurukum, Makurdi

MOTOR VEHICLE DEALERS

S/N	Names of Business	Product	Staff	Location
1.	Alh. Maitu Motors	Motor Vehicle	12	New Bridge Road North Bank, Makurdi
2.	Chisty Motors.	Motor Vehicle	18	No. 9 New Bridge North Bank, Makurdi
3.	A.A. Motors	Motor Vehicle	11	No. 1B New Bridge Road, Makurdi
4.	Sunna Motors	Motor Vehicle	13	No. 13 New Bridge North Bank, Makurdi
5.	A.B.S. Motors	Motor Vehicle	15	No. 14 New Bridge North Bank, Makurdi
6.	Adasu Motors	Motor Vehicle	17	No. 16 New Bridge North Bank, Makurdi
7.	D. Pat Motors	Motor Vehicle	16	New Bridge Road North Bank, Makurdi
8.	Ama Motors	Motor Vehicle	12	Atom Kpera Rd High Level, Makurdi
9.	Coavita Motors	Motor Vehicle	18	Atom Kpera Rd High level, Makurdi
10.	ADB Motors	Motor Vehicle	16	Bishop's house, Makurdi
11.	A Shafa Motors	Motor Vehicle	14	Kashim Ibrahim Road, Makurdi
12	Sonter Motors	Motor Vehicle	14	New Bank Road by Union Bank, Makurdi
13	Alh. Dash Motors	Motor Dealers	16	Ankpa Road Opp. NUJ House, Makurdi
14	Dome Motors	Motor Dealers	19	New Otukpo Road, Makurdi
15	Ibru Motors	Motor Dealers	15	Beside St. Theresa Pri. School, Makurdi
16	Olu Motors	Motor Dealers	11	Kashim Ibrahim Road, Makurdi
17	Legacy Motors	Motor Dealers	13	Opp. BSU 1st Gate Gboko Road, Makurdi

TABLE/BOTTLE WATER

S/No	Names of Business	product	Staff	Location
1.	Sir J & J	Table Water	16	Near Ind. layout, Makurdi
2.	Evostar	Table Water	12	Plot No. 6816 Railway station, Makurdi
3.	St. Jude	Table Water	11	No.48, Iorkyar Ako-Street H/L Makurdi
4.	V. Fresh	Table Water	18	46/48 Vershima Uza Close H/L Makurdi
5.	Paula	Table Water	14	Paul Ven.Ltd, Nyiman Layout, , Makurdi
6.	Midland products Ltd	Table Water	12	2, Off David Mark Bye pass, Makurdi
7.	Mazal Water	Table Water	15	No.4 Omega Street, H/L, Makurdi
8.	Shalom Table Water	Table Water	14	Behind pen College, Nyiman , Makurdi
9.	Aqua Zion TableWater	Table Water	13	5, Ejembi Eko st. New G.R.A, Makurdi
10.	Edomat Table Water	Table Water	18	New Otukpo Road New GRA, Makurdi
11.	Ugaret Still Water	Table Water	16	Plot No 82L, Occupier Estate, Makurdi
12.	Duben Table Water	Table Water	12	1, Konshisha St. High level, Makurdi
13.	Oxnet Table Water	Table Water	12	No.40 Abu Shuluwa Road, Makurdi
14.	Water First	Table Water	14	No. 1 Victor Malo Road, Makurdi
15.	Final Water	Table Water	55	New International Road, Makurdi
16.	De Globe Table water	Table water	12	No. 25 Aliade street Highlevel, Makurdi
17.	Goshen Table water	Table water	58	At Industrial lay out Naka road, Makurdi
18.	Our unity Table water	Table water	10	Iorkyar Ako street high level, Makurdi
19.	Our choice table water	Table water	18	Iorkyar Ako street high level, Makurdi
20.	Annabel water	Table water	12	Iorkyar Ako street high level, Makurdi

FINANCIAL INSTITUTIONS

S/N	Names of Business	Product	Staff	Location
1.	Unity Bank plc	Financial Services	13	New Otukpo Road, Makurdi
2.	UBA	Financial Services	15	New Otukpo Road, Makurdi
3.	Union Bank plc	Financial Services	15	New Otukpo Road, Makurdi
4.	First Bank Plc	Financial Services	13	New Otukpo Road, Makurdi
5.	Guarantee Trust Bank	Financial Services	16	New Otukpo Road, Makurdi
6.	Diamond Bank	Financial Services	13	New Otukpo Road, Makurdi
7.	First city Monument	Financial Services	12	New Otukpo Road, Makurdi
8.	Fidelity Bank	Financial Services	14	New Otukpo Road, Makurdi
9.	Skye Bank	Financial Services	13	Old Otukpo Road, Makurdi
10.	Zenith Bank	Financial Services	13	Railway Byepass, Makurdi
11.	Main street Bank	Financial Services	14	Iorchia Ayu Road, Makurdi
12.	Stanbic IBTC bank	Financial services	25	Opp. Police H/Qrts. Makurdi
13.	Platinum Bank	Financial Services	20	34, Iorchia Ayu Raad, Makurdi
14.	Algreb Micr finance	Financial Services	12	26, Iorchia Ayu Road, Makurdi
15.	Excellent Micro finance Bank	Financial Services	15	31, Old Otukpo Road. H/L, Makurdi
16.	Nexim Bank	Financial Services	11	62, Old Otukpo Rd H/L, Makurdi
17.	Zion Microfinance	Financial Services	13	39, Benue Crescent Wadata, Makurdi
18.	LOPO Micro finance Bank Ltd	Financial Services	14	No. 20 Ankpa Road, Makurdi
19.	Keystone Bank plc	Financial Services	13	26, Iorchia Ayu Road, Makurdi
20.	Agricultural Bank	Financial Services	10	Otukpo Road, Makurdi

BAKERIES

S/N	Names of Business	Product	Staff	Location
1.	Chop Chop Bakery	Bread	12	Dzerem lane Gboko Road, Makurdi
2.	Divine bite	Bread	16	Chenkibou St. Owner Occupy, Makurdi
3.	Chummy Milk	Bread	10	Chombu Atume Street. Makurdi
4.	J & J Daily Bread	Bread	15	20, Alpha Street, H/L, Makurdi.
5.	Good News Bread Cake	Bread	12	16 Rice mill Road Wadata, Makurdi
6.	Full moon super loaf	Bread	13	28 Dan Mou Street, Makurdi
7.	Good Excellent Bread	Bread	11	No. 15 Kano Street Madikpo, Mkd
8.	Goody Goody	Bread	13	At Otukpo Rd, Kanshio, Makurdi
9.	Ostrich Bakery	Bread	16	6 old Otukpo Road Highlevel, Makurdi
10.	God's Favour Production	Bread,	18	By Dyege pri. Sch. Wurukum Makurdi
11.	Uncle Chuks Butter Bread	Bread	12	No. 4 9 Abu Shuluwa Road, Makurdi
12.	Ultimate Grand Loaf	Bread	10	No. 1 Pnyenni Road, Kanshio, Makurdi,
13.	Steam Fast	Bread	18	No 3 Iorchia Ayu Low-level, Makurdi
14.	Top Choice Bakery	Bread	18	8 Bem Dzoho Lane, Nyiman, Makurdi
15.	Golden Palms Bread	Bread	22	No. 4 Kashim Ibrahim Street, Makurdi
16.	Tonas Buttered Bread	Bread	11	Behind Tony Tots Nur/Pr Sch., Makurdi
17.	Father Kings' Loaf	Bread	12	25 Guma Street North Bank, Makurdi
18.	Congo Bread	Bread	11	Off Ichama Street North Bank, Makurdi
19.	Joyfull Buttered Bread	Bread	12	85, Old Lafia Rd. North Bank, Makurdi
20.	Ijeoma Buttered Bread	Bread	17	89, Old Lafia Rd. North Bank Makurdi

PRINTING PRESS

S/N	Names of Business	Product	Staff	Location
1.	Maxon Press	Publishing	16	Railway Bye Pass High Level, Makurdi
2.	GPL Goodmat Press	Publishing	15	No. 12 Railway Bye Pass, Makurdi
3.	Shibboleth Press	Publishing	18	Old G.R.A. Makurdi
4.	Wonder Printing Press	Publishing	17	Owerri Street High Level, Makurdi
5.	Opashi Litho Press	Publishing	10	02, Calabar Street High/L, Makurdi
6.	Treaces Publishers	Publishing	12	04, Barracks Road, Makurdi
7.	The Returns Press	Publishing	15	40, J.S. Tarka Way, Makurdi
8.	Mates media Services	Publishing	19	21, Atom Kpera Road. H/level, Makurdi
9.	Onaivi Press	Publishing	14	Off Vandeikya Street H/Level, Makurdi
10.	Oracle Press	Publishing	20	Old Otukpo Road Highlevel, Makurdi,
11.	Satos Press	Publishing	16	1, Iorchia Ayu Road, Makurdi
12.	Onoja Press	Publishing	18	1, Joe Akaahan Street High/l Makurdi
13.	Giwa Press	Publishing	16	,3 Ugbokolo Street Highlevel, Makurdi
14.	Ashi Tech Global Ltd	Publishing	51	No. 4 College Crescent, Makurdi
15.	Mark On Press	Publishing	12	32, Railway Bye Pass H/level, Makurdi
16.	SalGar Printing Press	Publishing	12	Balewa Crescent Highlevel, Makurdi.
17.	Winds Press Nig. Ltd	Publishing	17	3, Balewa Crescent Highlevel, Makurdi
18.	Latex Press	Publishing	13	4, Balewa Crescent Highlevel, Makurdi
19	Mova Prints & Graphic	Publishing	17	12, Owerri Street. Highlevel, Makurdi
20.	Super Graphix	Publishing	12	Calabar Street Highlevel, Makurdi.
21	Ken Best Publishers	Publishing	10	Abu Shuluwa Road, Makurdi

22	Orum Family Printers	Publishing	58	Gyado Villa, Makurdi
23	Academic press	Publishing	10	Modern Market Road, Makurdi
25	Adebayo Printers,	Publishing	19	18, Lagos street, Makurdi
26	SOHA publishers	Publishing	12	64, Old Otukpo Road, Makurdi
27	Iember Press	Publishing	17	18, Zuba street, North bank, Makurdi
28	Mku press limited	Publishing	13	Modern Market Junction, Makurdi
29	Azabem Priters	Publishing	10	Railway Bypass, Makurdi

PRIVATE SCHOOLS

S/N	Names of Hotels	Product	Staff	Location
1.	Shepherd Nursery school	School services	12	Fiidi Gboko Road, Makurdi
2.	St Dominic Primary School	School services	10	Km4 Gboko Road, Makurdi
3.	Wonderland School	School services	10	Km4 Gboko Road, Makurdi
4.	L.G.E.A Primary School	School services	10	Ter Makurdi Village, Makurdi
5.	Shammah Int. School	School services	11	Railway Quarters, Makurdi
6.	St Theresa Pri. School	School services	12	Wurukum, Makurdi
7.	Ekan Nursery School	School services	11	Wurukum Makurdi
8.	De Tip-Top Academy	School services	14	Market Lane Wurukum, Makurdi
9.	Bright Hope In. School	School services	22	Near JAMB Office, Makurdi
10.	St Michael Primary sch.	School services	20	Logo 1 Area, Makurdi
11.	Christ The King Pri. School	School services	14	lorhom Logo II, Makurdi
12.	Unique Secondary School	School services	15	New G.R.A, Makurdi
13.	Success Lead School	School services	21	9 Zion Street, Wurukum, Makudi

14.	God's Delight Pvte School	School services	10	Off Wukari Street, Makurdi
15.	Divine Favour pri. School	School services	22	Beside ITF, Makurdi
16.	Makurdi Int. chool	School services	40	High Level, Makurdi
17.	Unity Academic School	School services	23	Okpoga St. High Level, Makurdi
18.	Trinity Model Academy	School services	10	Opp. Civil Service Commission
19.	Hideva Ideal pri. school,	School services	10	Opposite GTB Bank, Makurdi
20.	Nenger Memorial Sch.	School services	10	By Govt. Model coll. Makurdi
21.	Delight Model Academy	School services	14	New Kanshio layout, Makurdi
22.	Elyon Rohi Academy	School services	11	After Achusa Market, Makurdi.
23.	Federal Staff school	School services	24	Hudco Qrts High Level, Makurdi
24.	St Joseph Sec. school,	School services	60	Behind, Assembly Qtrs, Makurdi
25.	NKST Nursery/Pri. School	School services	51	Wende street, High Level, Makurdi
26.	Alpha Landmark Schools	School services	11	New Kanshio Layout, Makurdi
27.	St Gregory Primary School	School services	22	Ikpayongu settlement,, Makurdi
28.	Divine Wisdom Academy	School services	22	Ikpayongu, settlement, Makurdi
29.	Christ Anglican school	School services	57	Opp. St. Theresa Church, Makurdi
30.	Zoe Kids Academy	School services	12	No. 19, Vandikya Street, Makurdi
31.	Kaychiteo Nursery School	School services	10	Amokachi Lane H/Level, Makurdi
32.	Confident primary school	School services	11	David Mark bye-pass, Makurdi
33.	Nativity Private School	School services	54	Behind High Court, Makurdi
34.	Corona Private School	School services	51	Dabo close old GRA, Makurdi
35.	All Saint Primary School	School services	12	Lawrence Onoja Cresent, Makurdi
36.	Methodist Primary School	School services	12	Off College Crescent, Makurdi

37.	Morning Star Nursery sch.	School services	12	Behind Holy Ghost Church, Makurdi
38.	Arabic Primary School	School services	11	Opposite Jackies Cres. Makurdi
39.	Holy Ghost Primary School	School services	11	Mission Ward, Makurdi
40.	Qua'ibo Nursery/Pri. Sch.	School services	13	Lobi Quarters, Makurdi
41.	Divine Destiny Kids schools	School services	12	Behind Holy Ghost Church, Makurdi
42.	Paul Epton Primary School	School services	13	Comassie Rd, Demekpe, Makurdi
43.	Premier Com. College	School services	12	Rice Mill Road, Wadata, Makurdi
44.	Science Nursery/Primary Sch.	School services	10	Demekpe ward, Makurdi
45.	Noma Primary School	School services	11	Ijaha Agboughol, Makurdi
46.	Purpose Academy School	School services	11	Naka Rroad, Makurdi
47.	Our Lady of Perpetual sch.	School services	53	Ankpa Quarters, Makurdi
48.	Agape Nursery/Pri. School	School services	13	Industrial Layout, Makurdi
49.	Romat Nursery/Primary Sch.	School services	11	Kighir Village Naka Rd, Makurdi
50.	Tender-Minds Academy	School services	14	Industrial Layout, Makurdi
51.	Bridgittines Creche Schools	School services	13	Low Cost Naka Road, Makurdi
52.	Right Start In.Academy	School services	18	Jerome Hwande street , Makurdi

AUTOMOBILE MAINTAINANCE

S/N	Names of Business	Product	Staff	Location
1.	Expert Automobile Clinic	Motor mechanic	12	NearMinistry of Works, Makurdi
2.	Gwagwas Motor Specialist	Motor mechanic	13	Mechanic Village, Apir, Makurdi
3.	Moses Gerpanis Specialist	Motor mechanic	11	Mechanic Village, Apir, Makurdi
4.	Blessing Auto shop	Motor mechanic	14	Mechanic Village, Apir, Makurdi
5.	Emeka Car specialist	Motor mechanic	18	Mechanic Village, Apir, Makurdi
6.	Moses motor shop	Motor mechanic	12	Mechanic Village, Apir, Makurdi
7.	Ejiofor Mechanical shop	Motor mechanic	10	Modern market junction, Makurdi
8.	Terungwa car specialists	Motor mechanic	17	Ankpa Road, Makurdi
9.	Kater motor mechanic shop	Motor mechanic	18	Off David Mark byepass, Mkurdi
10.	Ismaila maintenance shop	Motor mechanic	16	New Garage, Makurdi
11.	Terwase Japanese engineers	Motor mechanic	11	Gboko Road, Makurdi
12.	Ade & Sons Motor Shop	Motor mechanic	18	Gboko Road, Makurdi
13.	Special Automobile shop	Motor mechanic	13	Gboko Road, Makurdi
14.	Terdoo Experts Hands	Motor mechanic	10	Gboko Road, Makurdi
15.	United Automobile shop	Motor mechanic	12	Gboko Road, Makurdi
16.	Okafor motor speacialists	Motor mechanic	18	North bank, Makurdi
17.	Ngozi Car Specialists	Motor mechanic	13	North bank, Makurdi
18.	Auto Automobile shop	Motor mechanic	12	North bank, Makurdi
19.	Ndukwe Motor shop	Motor mechanic	10	North bank, Makurdi
20.	Maintenance Specialists	Generator Mech.	14	Ikeja street, Makurdi
21.	Emeka Welding shop	Welding	17	Yogbo Road, Makurdi

22	Ambe Welders	Welding	19	Lafia road, Makurdi
23	Tersoo motor specialists	Welding	10	Yogbo road, Makurdi
24	Olushola Panel shop	Welding	13	NASME road, Makurdi
25	Sekav auto shop	Motor mechanics	13	Lafia road, Makurdi

WOOD / FURNITURE ESTABLISHMENTS

S/N	Name of Business	Product	Staff	Adress/Location
1.	Max-Woody Tech	Woodwork	108	68 J.S. Tarka way, Makurdi
2.	Delta Furniture	Woodwork	12	67 Old Otukpo Road, Makurdi
3.	UCB Furniture	Woodwork	16	71 Old Otukpo Road, Makurdi
4.	Best Furniture	Woodwork	15	87, J.S. Tarka Way, Makurdi
5.	Cherry wood	Woodwork	58	KM 5, Gboko Road, Makurdi
6.	Gloomy wood	Woodwork	19	David Mark Byepass, Makurdi
7.	Progressive Furniture,	Woodwork	15	5, Sokoto st., Wadata, Makurdi
8.	Baiyo Furniture	Woodwork	53	34, Market Road, Makurdi
9.	Amour God Furniture	Woodwork	16	New G.R.A., Makurdi

TRANSPORT COMPANIES

S/No	Names of Business	Product	Staff	Location
1.	Benue Links Nig Ltd	Transport service	187	Gboko Road, Makurdi
2.	Benue Motor Cycle Ass.	Transport service	175	1, Gede street, Makurdi
3.	NURTW	Transport service	85	5, New Bridge Road, Makurdi
4.	Pleasure Travels Ltd	Transport service	55	96, Gboko Road, Makurdi
5.	Ejifa Transport service	Transport service	13	85, Iorchia Ayu Road, Makurdi
6.	Duku Park Nig ltd	Transport service	18	91, Gboko Road, Makurdi
7.	Fair Plus Motors	Transport service	11	New Otukpo Road, Makurdi

HAIR SALOONS

S/No	Names of Business	Product	Staff	Location
1.	Aseky Barbers	Hair Services	11	Ujege street, H/Level, Makurdi
2.	Hair Refinery	Hair Services	12	87, Railway Byepass, Makurdi
3.	Neat and Clean Cut	Hair Services	10	14, Wende Street, Makurdi
4.	Ann's Manicure center	Hair Services	17	73, Naka Road, Makurdi
5.	Natures' Hair Treatment	Hair Services	10	Off School Lane, Maakurdi
6.	Unique Modern Saloon	Hair Services	18	84 Gboko Road, Makurdi
7.	El-Shadai unisex saloon	Hair Services	12	By NKST Bookshop, Makurdi
8.	Terdoo Hair saloon	Hair Services	10	Court 5, North Bank, Makurdi
9.	United Hair Experts	Hair Services	12	Nyiman Layout, Makurdi
10.	Nkechi Boutique	Hair Services	14	Highlevel market, Makurdi

11.	Obande clean cut	Hair Services	12	Uni Agric Junction, Makurdi
12.	Blessed Hair Handlers	Hair Services	17	Opposite Wadata mkt. Makurdi
13.	Chi-Chi Hair Center	Hair Services	16	Gaadi settlement, Makurdi
14.	Unisex United Saloon	Hair Services	18	Opposite NNPC, Apir, Makurdi
15.	Doris Hair Complex	Hair Services	13	Gyado Villa, Makurdi
16.	Anjembe Hair Saloon	Hair Services	16	14, Comassie Rd, Makurdi
17.	Ikyumen Hair Experts	Hair Services	12	Madiko Ward, Makurdi
18.	Midland Barbers	Hair Services	18	32, Barracks Rd, Makurdi
19.	Avenda Boutique	Hair Services	18	Judges Quarters, Makurdi

Summary of SMEs sampled for study in Makurdi Metropolis

S/N	SMEs Businesses	Total No	Cummulative No
1	Hotels	55	55
2	Petroleum	46	101
3	Super Markets	15	116
4	Pharmacies	21	137
5	Eateries/ Restaurants	21	158
6	Hospitals and Laboratories	25	183
7	Car dealers	17	200
8	Table/Bottle water	20	220
9.	Banks/financial Companies	20	240
10	Bakeries	20	260
11	Printers/publishers	29	289
12	Schools	52	341
13	Automobile mechanics	25	366
14	Furniture	9	375
15	Transport Service	7	382
16	Hair Saloon	19	401
Total			**401**

APPENDIX "5"

Department of Business Administration,
School of Post graduate studies,
Ahmadu Bello University
Zaria

28th June, 2014.

Dear sir,

Request for Validation of Research Instrument

I am a Ph.D student of the above named institution. I am currently carrying out a research on: Effect of Entrepreneurial Marketing (EM) Practices on Performance of Small and Medium Scale Enterprises (SMEs) in Makurdi metropolis of Benue state, Nigeria.

As a specialist in the field of management, I write to request you to please validate the attached instruments to enable me to effectively conduct the field study on the aforementioned topic.

Sir, you are specifically requested to scrutinize the instruments in the area(s) listed below and make relevant suggestion(s) for the general improvement of the research work.

1. Clarity and the general coherence of the language used.
2. Relevance of Entrepreneurial Marketing concepts and items to the research topic.
3. Scope of the items used
4. Content relevance
5. Ambiguity or relevance of expression(s)
6. Any other recommendations and/or suggestions.

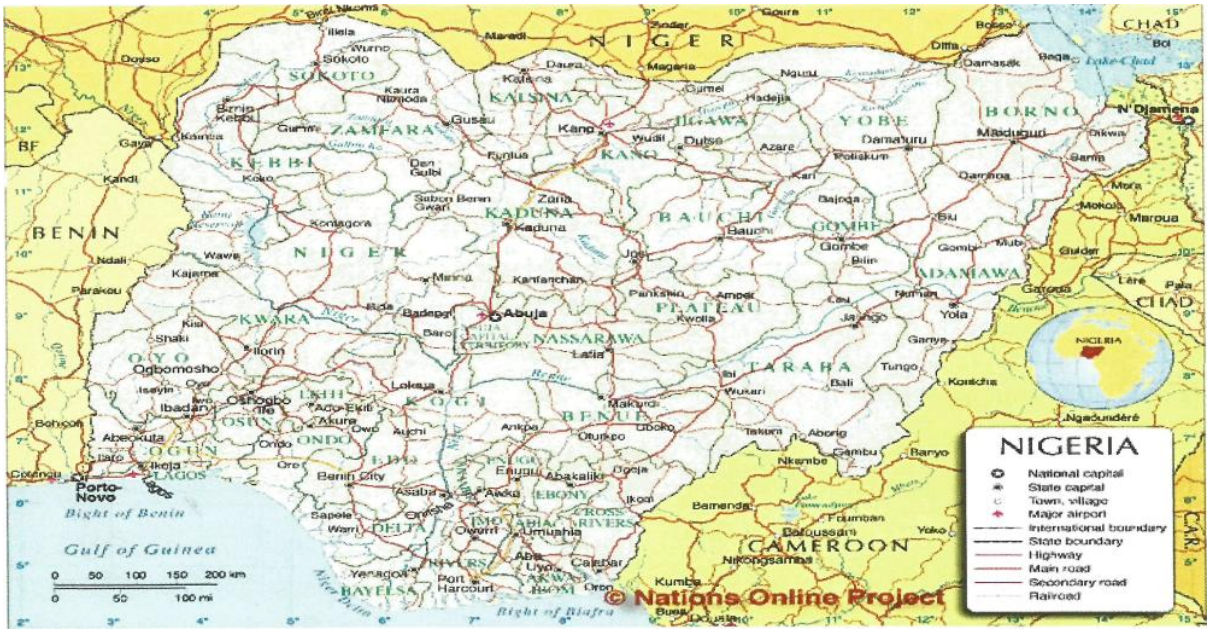
Please find attached other relevant parts of the research work for your necessary guidance. .

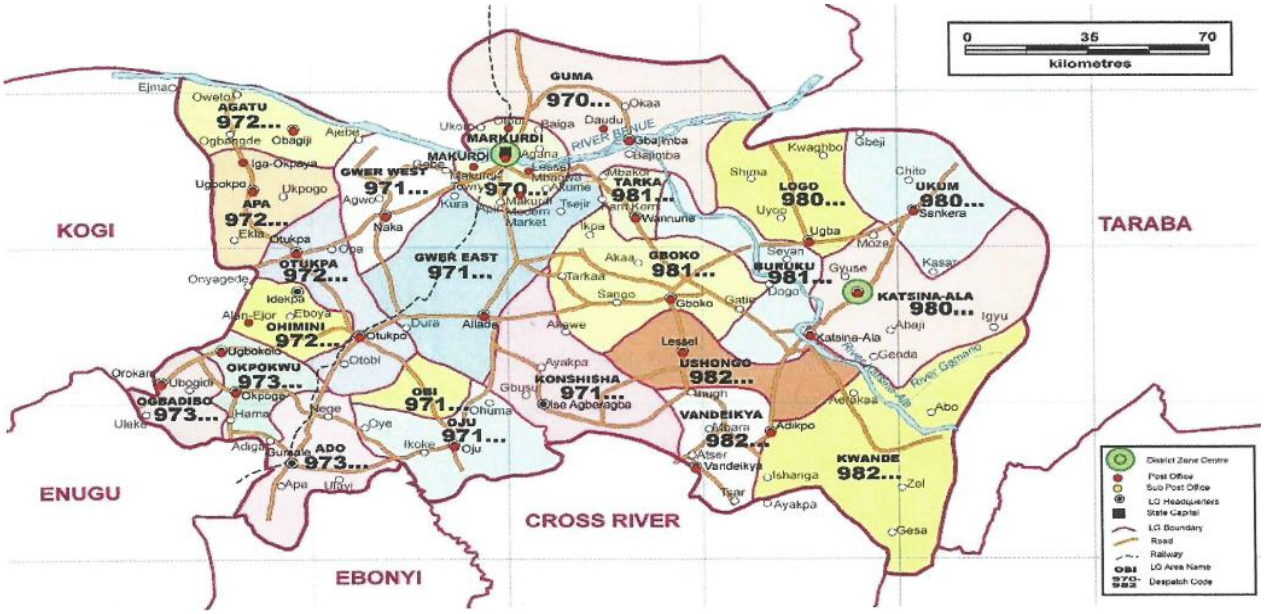
Thanks a lot for your co-operation and anticipated response.
Yours faithfully,

Hanmaikyur, Tyoapine John
(**Ph.D/ADMIN/08467/2010-2011)**
(Researcher/Student)
Tel.; 07031059281, 08059035713

APPENDIX “6”

Map of Nigeria and Benue State Showing the Study area





Department of Business Administration
Ahmadu Bello University, Zaria

RESEARCH INSTRUMENT VALIDATION FORM

(TO BE COMPLETED PER INSTRUMENT)

Name of Instrument (To be completed by the researcher) ..... RESEARCH QUESTIONNARE .....

Title of the Research (To be completed by the researcher): EFFECT OF EMPRACTICE ON PERFORMANCE OF SMES IN MAKURDI METROPOLIS

Adequacy and Relevance of the Instrument: O.K.

Structure and Grammatical Accuracy of the Instrument: These are precise and well thought of questionnaires.

Number of Instruments Validated: 107

Number of Items recommended for use: 107

Detail comments/Remarks: These are consistent with the standard objectives and research questions as earlier set out.

Suggestions/Recommendations: The researcher should make sure that responses are controlled and made realistic to the research objectives.

Name of Validator : Prof Yinka Godwin Cyril

Address of Validator: Benue State University, Makurdi, Nigeria.

Signature of Validator / Date of validation: Prof Yinka Godwin Cyril 07.04.2015

Department of Business Administration
Ahmadu Bello University, Zaria

RESEARCH INSTRUMENT VALIDATION FORM

(TO BE COMPLETED PER INSTRUMENT)

Name of Instrument (To be completed by the researcher) RESEARCH QUESTIONNAIRE

Title of the Research (To be completed by the researcher): EFFECT OF ENTREPRENEURIAL MARKETING PRACTICES ON THE PERFORMANCE OF SMES IN MAKURDI METROPOLIS

Adequacy and Relevance of the Instrument: The Instrument is relevant and very adequate

Structure and Grammatical Accuracy of the Instrument: The Instrument is Carefully and reasonably structured just as its grammar is fairly accurate

Number of Instruments Validated: 107

Number of Items recommended for use: 107

Detail comments/Remarks: The Instrument should be used for the Purpose it is ment.

Suggestions/Recommendations: Sampled respondent should be given enough time to complet the Instrument

Name of Validator : IDDIKO ECHEIJA ANTHONY

Address of Validator: IKAKA & ASSOCIATES (SMART GLOBAL TECH) NO 12 EDWARD [illegible] STREET HIGH LEVEL MAKURDI

Signature of Validator / Date of validation SIGN... DATE... 4th April, 2015

SMART GLOBAL TECH INSTITUTE MAKURDI

Department of Business Administration
Ahmadu Bello University, Zaria

RESEARCH INSTRUMENT VALIDATION FORM

(TO BE COMPLETED PER INSTRUMENT)

Name of Instrument (To be completed by the researcher) RESEARCH QUESTIONNARE

Title of the Research (To be completed by the researcher): EFFECT OF FM PRACTICES ON PERFORMANCE OF SMES IN MAKURDI METROPOLIS

Adequacy and Relevance of the Instrument: The adequacy and relevance of this instrument are considered very much in order.

Structure and Grammatical Accuracy of the Instrument: Depth of structure as well as grammatical accuracy are considered adequate

Number of Instruments Validated: 107

Number of Items recommended for use: 107

Detail comments/Remarks: The test items are well-structured and are meant to elicit adequate responses that would be validly tested

Suggestions/Recommendations: The researcher should administer the instruments to those with relevant skills and requisite competence to aver desired responses.

Name of Validator : Dr. Gbough, Samuel A.

Address of Validator: University of Mkar, Mkar-Nigeria
- Dept. of Business Mgt.

Signature of Validator / Date of validation: 13/04/2015

Department of Business Administration
Ahmadu Bello University, Zaria

RESEARCH INSTRUMENT VALIDATION FORM

(TO BE COMPLETED PER INSTRUMENT)

Name of Instrument (To be completed by the researcher) RESEARCH QUESTIONNAIRE

Title of the Research (To be completed by the researcher): EFFECT OF ENTREPRENEURIAL MARKETING PRACTICES ON PERFORMANCE OF SMES IN AKURDI METROPOLIS

Adequacy and Relevance of the Instrument: the instrument is adequate and relevant

Structure and Grammatical Accuracy of the Instrument: the structure and grammatical accuracy of the instrument is very adequate

Number of Instruments Validated: 107

Number of Items recommended for use: 107

Detail comments/Remarks: the questions are standard and are capable of generating the needed data for a study of this nature.

Suggestions/Recommendations: the researcher is advised to administer the instrument only to the competent sampled SMEs operators or managers

Name of Validator : Henry Sunday Ogaba

Address of Validator: SOHA Publishing Company 30 old Otukpo Road High level, Makurdi Nigeria

Signature of Validator / Date of validation: Ogaba 14/3/2015

APPENDIX "7"

The Chronbach's Alpha Reliability Test

```
NEW FILE.
DATASET NAME DataSetl WINDOW-FRONT.
DATASET ACTIVATE DataSetO.
DATASET CLOSE DataSetl.
NEW FILE.
DATASET NAME DataSet2 WINDOW-FRONT,
RELIABILITY
  /VARIABLES-SA A N D  SD
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS-DESCRIPTIVE TUKEY
  /SUMMARY-MEANS.
```

Reliability

[DataSet];

Scale: ALL VARIABLES. FIRM PERFORMANCE

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded[3]	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Gronbach's Alpha	Crohtoach's Alpha Based on Standardized Items	N of Items
.814	.835	5

```
RELIABILITY
  /VARIABLES=SA A N D SD
  /SCALE('ALL VARIABLES') ALL
  /MODEL-ALPHA
  /SUMMARY-MEANS.
```

Reliability

[DataSet2]

Scale: ALL VARIABLES: CUSTOMER RELATIONSHIP MANAGEMENT

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded[a]	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
7.583	7.652	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	7.800	4.700	14.600	9.900	3.106	15.685	5

```
RELIABILITY
  /VARIABLES=SA A N D SD
  /SCALEC ('ALL VARIABLES')ALL
  /MODEL-ALPHA
   /SUMMARY-MEANS.
```

Reliability

[DataSet3]

Scale: ALL VARIABLES: MARKET SEGMENTATION

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded[a]	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.865	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	6.660	5.400	9.000	3.600	1.667	2.108	5

```
RELIABILITY .

  /VARIABLES-SA A N D SD
  /SCALE('ALL VARIABLES')ALL
  /MODEL-ALPHA
  /SUMMARY-MEANS.
```

Reliability

```
[DataSet4]
```

Scale: ALL VARIABLES: CO-OPETITION

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded[3]	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.943	.951	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	8.420	5.400	13.100	7.700	2.426	9.292	5

```
RELIABILITY
  /VARIABLES-SA A N D SD
  /SCALE(!ALL VARIABLES') ALL
  /MODEL^ALPHA /SUMMARY-MEANS.
```

Reliability

```
[DataSetS]
```

Scale: ALL VARIABLES: QUALITY

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded[3]	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.840	.850	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	,. N of Items
Item Means	5.980	4.100	8.600	4.500	2.098	2.867	5

```
RELIABILITY
  /VARIABLES-SA A N D SD
  /SCALE('ALL VARIABLES') ALL
  /MODEL-ALPHA
  /SUMMARY-MEANS.
```

Reliability

```
[DataSetG]
```

Scale: ALL VARIABLES: MARKET PROMOTION

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded[3]	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.823	.832	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.840	3.500	6.400	2.900	1.829	1.193	5

APPENDIX "8"

Output Analysis of EM Practice Variable

```
REGRESSION
    /DESCRTPTIVES MEAN ST'DDEV CORR SIG N
    /MISSING LISTWISE
    /STATISTICS COEE-F OUTS R ANOVA
    /CRITERIA=PIN (.05) POUT (.10)
    /NOORIGIN
    /DEPENDENT ROI
    /METHOD=ENTER CRM MSG CPT QLT MKP
    /RESIDUALS DURBIN HISTOGRAM (ZRESID).
```

Regression: Reurn on Investment

[DataSet0]

Descriptive Statistics

	Mean	Std. Deviation	N
ROI	82.9200	69.55569	50
CRM	80.7200	71.56588	50
MSG	75.1600	71.32431	50
CPT	79.9800	67.24566	50
QLT	85.1600	70.81778	50
MKP	86.8400	71.19544	50

Correlations

		ROI	CRM	MSG	CPT	QLT	MKP
Pearson Correlation	ROI	1.000	.870	.829	.731	-.049	.-.055
	CRM	.870	1.000	.878	.742	-.118	-.103
	MSG	.829	.878	1.000	.693	-.107	.006
	CPT	.731	.742	.693	1.000	-.215	-.011
	QLT	-.049	-.118	-.107	-.215	1.000	.033
	MKP	-.055	-.103	.006	-.011	.033	1.000
Sig. (1 -tailed)	ROI		.000	.000	.000	.369	.351
	CRM	.000		.000	.000	.207	.238
	MSG	.000	.000		.000	.229	.484
	CPT	.000	.000	.000		.067	.470
	QLT	.369	.207	.229	.067		.409
	MKP	.351	.238	.484	.470	.409	
N	ROI	50	50	50	50	50	50
	CRM	50	50	50	50	50	50
	MSG	50	50	50	50	50	50
	CPT	50	50	50	50	50	50
	QLT	50	50	50	50	50	50
	MKP	50	50	50	50	50	50

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	MKP, MSG, QLT, CPT, CRM[b]		Enter

a. Dependent Variable: ROI

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.891[a]	.794	.771	33.30895	2.475

a. Predictors: (Constant), MKP, MSG, QLT, CPT, CRM

b. Dependent Variable: ROI

ANOVA"

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	188244.297	5	37648.859	33.934	.000[b]
	Residual	48817.383	44	1109.486		
	Total	237061.680	49			

a. Dependent Variable: ROI

b. Predictors: (Constant), MKP, MSG, QLT, CRT, CRM

Coefficients[a,1]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.803	11.918		.151	.880
	CRM	.501	.155	.516	3.224	.002
	MSG	.247	.143	.453	1.719	.026
	CRT	.197	.109	.190	1.809	.077
	QLT	.079	.069	.805	1.145	.258
	MKP	-.004	.069	-.004	-.061	.051

a. Dependent Variable: ROI

Residuals Statistics

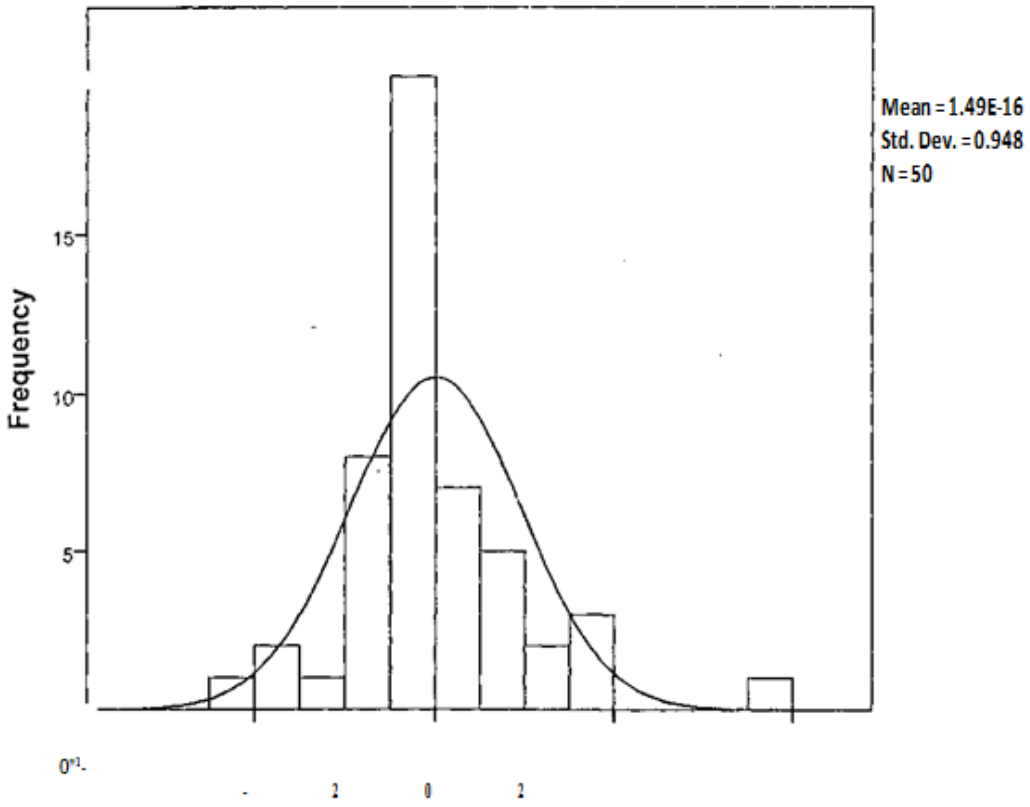
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	12.3885	200.4983	82.9200 -	61.98161	50
Residual	-67.97012	120.47568	.00000	31.56379	50
Std. Predicted Value	-1.138	1.897	.000	1.000	50
Std. Residual	-2.041	3.617	.000	.948	50

a. Dependent Variable: ROI

Charts

Histogram

Dependent Variable: ROI



Regression Standardized Residual

REGRESSION

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN (.05) POUT(.10)
/NOORIGIN
/DEPENDENT CUS
/METHOD=ENTER CRM MSG CPT QLT MKP
/RESIDUALS DURBIN HISTOGRAM (ZRESID).

Regression: Customer satisfaction
[DataSet0]

[DataSet0]

Descriptive Statistics

	Mean	Std. Deviation	N
PRF	27752.5200	71938.92379	50
CRM	86.8400	71.19544	50
MSG	74.4400	62.84031	50
CRT	76.1200	68.37670	50
QLT	87.2400	70.60310	50
MKP	86.8400	71.19544	50

Correlations

		PRF	CRM	MSG	CRT	QLT	MKP
Pearson Correlation	PRF	1.000	.093	.083	-.139	-.054	.093
	CRM	.093	1.000	-.225	.139	.280	1.000
	MSG	.083	-.225	1.000	.148	-.189	-.225
	CRT	-.139	.139	.148	1.000	.213	.139
	QLT	-.054	.280	-.189	.213	1.000	.280
	MKP	.093	1.000	-.225	.139	.280	1.000
Sig. (1-tailed)	PRF		.260	.283	.168	.354	.260
	CRM	.260		.058	.168	.025	.000
	MSG	.283	.058		.153	.094	.058
	CRT	.168	.168	.153		.068	.168
	QLT	.354	.025	.094	.068		.025
	MKP	.260	.000	.058	.168	.025	
N	PRF	50	50	50	50	50	50
	CRM	50	50	50	50	50	50
	MSG	50	50	50	50	50	50
	CRT	50	50	50	50	50	50
	QLT	50	50	50	50	50	50
	MKP	50	50	50	50	50	50

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	MKP, CPT MSG, QLT[b]		Enter

a. Dependent Variable: PRF

b. Tolerance = .000 limits reached.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.851[a]	.789	.789	59.37385	2.944

a. Predictors: (Constant), MKP, MSG, QLT, CPT, CRM

b. Dependent Variable: CUS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54539.343	5	10907.869	3.094	.018[b]
	Residual	155111.157	44	3525.254		
	Total	209650.500	49			

a. Dependent Variable: CUS

b. Predictors: (Constant), MKP, MSG, QLT, CPT, CRM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	76.606	21.244		3.606	.001
	CRM	-.504	.277	-.551	-1.818	.036
	MSG	.052	.256	.057	.205	.839
	CPT	.596	.194	.613	3.073	.004
	QLT	-.159	.123	-.172	-1.293	.203
	MKP	.126	.123	.137	1.024	.011

a. Dependent Variable: CUS

Residuals Statistics[a]

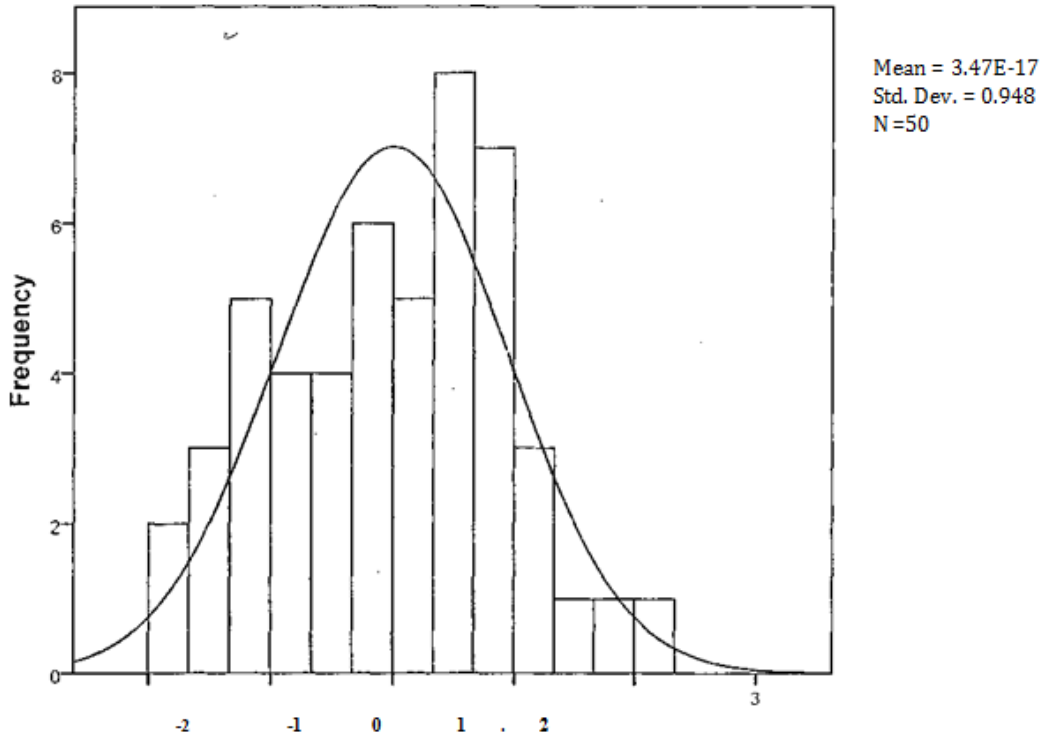
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	13.1237	151.9019	84.9000	33.36237	50
Residual	-108.18238	129.29732	.00000	56.26308	50
Std. Predicted Value	-2.151	2.008	.000	1.000	50
Std. Residual	-1.822	2.178	.000	.948	50

a. Dependent Variable: CUS

Charts

Histogram

Dependent Variable: CDS



Regression Standardized Residual

REGRESSION

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN (.05) POUT (.10)
/NOORIGIN
/DEPENDENT SGT
/METHOD=ENTER CRM MSG CPT QLT MKP
/RESIDUALS DURBIN HISTOGRAM (ZRESID).

Regression: Sales Growth

[DataSet0]

Descriptive Statistics

	Mean	Std. Deviation	N
SGT	80.1800	63.08520	50
CRM	80.7200	71.56588	50
MSG	75.1600	71.32431	50
CPT	79.9800	67.24566	50
QLT	85.1600	70.81778	50
MKP	86.8400	"-71.19544	50

Correlations

		SGT	CRM	MSG	CPT	QLT	MKP
Pearson Correlation	SGT	1.000	.882	.863	.808	-.191	-.150
	CRM	.882	1.000	.878	.742	-.118	-.103
	MSG	.863	.878	1.000	.693	-.107	.006
	CPT	.808	.742	.693	1.000	-.215	-.011
	QLT	-.191	-.118	-.107	-.215	1.000	.033
	MKP	-.150	-.103	.006	-.011	.033	1.000
Sig. (1 -tailed)	SGT		.000	.000	.000	.092	.149
	CRM	.000		.000	.000	.207	.238
	MSG	.000	.000		.000	.229	.484
	CPT	.000	.000	.000		.067	.470
	QLT	.092	.207	.229	.067		.409
	MKP	.149	.238	.484	.470	.409	
N	SGT	50	50	50	50	50	50
	CRM	50	50	50	50	50	50
	MSG	50	50	50	50	50	50
	CPT	50	50	50	50	50	50
	QLT	50	50	50	50	50	50
	MKP	50	50	50	50	50	50

Variables Entered/Removed

Model	Variables >. Entered	Variables Removed	Method
1	MKP, MSG, QLT, CPT, CRM[b]		Enter

a. Dependent Variable: SGT

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. brror of the Estimate	Durbin-Watson
1	.933[a]	.870	.855	24.02955	2.601

a. Predictors: (Constant), MKP, MSG, QLT, CPT, CRM

b. Dependent Variable: SGT

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169600.924	5	33920.185	58.744	.000[b]
	Residual	25406.456	44	577.419		
	Total	195007.380	49			

a. Dependent Variable: SGT

b. Predictors: (Constant), MKP, MSG, QLT, CPT, CRM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.539	8.598		2.622	.012
	CRM	.266	.112	' .301	2.369	.022
	MSG	.334	.103	.378	3.229	.002
	CPT	.293	.079	.312	3.728	.001
	QLT	.039	.050	.442	-.790	.434
	MKP	-.103	.050	-.117	-2.080	.043

a. Dependent Variable: SGT

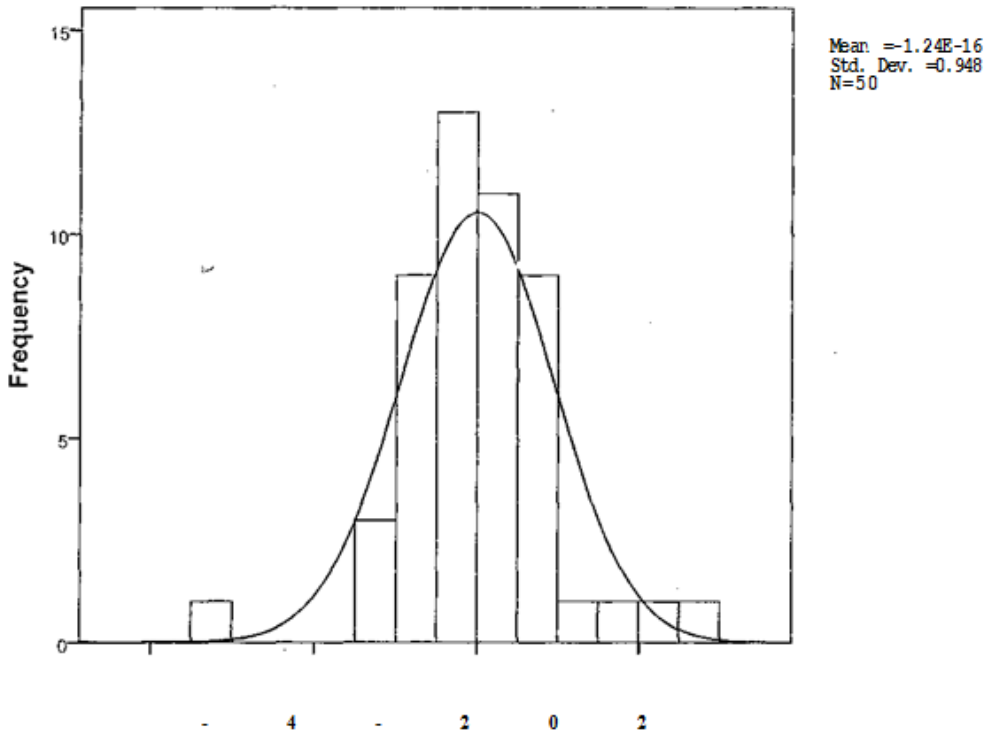
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	5.2238	178.5185	80.1800	58.83233	50
Residual	-80.11227	65.73158	.00000	22.77058	50
Std. Predicted Value	-1.274	1.672	.000	1.000	50
Std. Residual	-3.334	2.735	.000	.948	50

a. Dependent Variable: SGT

Charts

Histogram
Dependent Variable: SGT



Regression Standardized Residual

```
REGRESSION
  /DESCRIPTIVES MEAN STDDEV CORR SIG N
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT (.10)
  /NOORIGIN
  /DEPENDENT MRS
  /METHOD=ENTER CRM MSG CPT QLT MKP
  /RESIDUALS DURBIN HISTOGRAM(ZRESID) .
```

Regression: Market Share

```
[DataSet0]
```

Descriptive Statistics

	Mean	Std. Deviation	N
cus	84.9000	65.41087	50
CRM	80.7200	71.56588	50
MSG	75.1600	71.32431	50
CPT	79.9800	67.24566	50
QLT	85.1600	70.81778	50
MKP	86.8400	71.19544	50

Correlations

		CUS	CRM	MSG	CPT	QLT	MKP
Pearson Correlation	CUS	1.000	-.040	.016	.279	-.241	.182
	CRM	-.040	1.000	.878	.742	-.118	-.103
	MSG	.016	.878	1.000	.693	-.107	.006
	CRT	.279	.742	.693	1.000	-.215	-.011
	QLT	-.241	-.118	-.107	-.215	1.000	.033
	MKP	.182	-.103	.006	-.011	.033	1.000
Sig. (1-tailed)	CUS		.391	.455	.025	.046	.103
	CRM	.391		.000	.000	.207	.238
	'"MSG	.455	.000		.000	.229	.484
	CRT	.025	.000	.000		.067	.470
	QLT	.046	.207	.229	.067		.409
	MKP	.103	.238	.484	.470	.409	
N	CUS	50	50	50	50	50	50
	CRM	50	50	50	50	50	50
	MSG	50	50	50	50	50	50
	CPT	50	50	50	50	50	50
	QLT	50	50	50	50	50	50
	MKP	50	50	50	50	50	50

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	MKP, MSG, QLT, CPT, CRM[b]		Enter

a. Dependent Variable: CUS

b. All requested variables entered.

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.863[a]	.838	.827	53.93620	2.379

a. Predictors: (Constant), MKP, MSG, QLT, CPT, CRM

b. Dependent Variable: MKS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	860S9.572	5	17217.914	5.919	.000[b]
	Residual	128001.008	44	2909.114		
	Total	214090.580	49			

a. Dependent Variable: MKS

b. Predictors: (Constant), MKP, MSG, QLT, CPT, CRM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.025	19.298		1.970	.055
	CRM	-.502	.252	-.544	-1.995	.052
	MSG	-.092	.232	-.099	-.395	.695
	CPT	.918	.176	.934	5.210	.000
	QLT	.083	.112	.089	.740	.463
	MKP	.112	.112	.121	1.004	.321

a. Dependent Variable: MKS

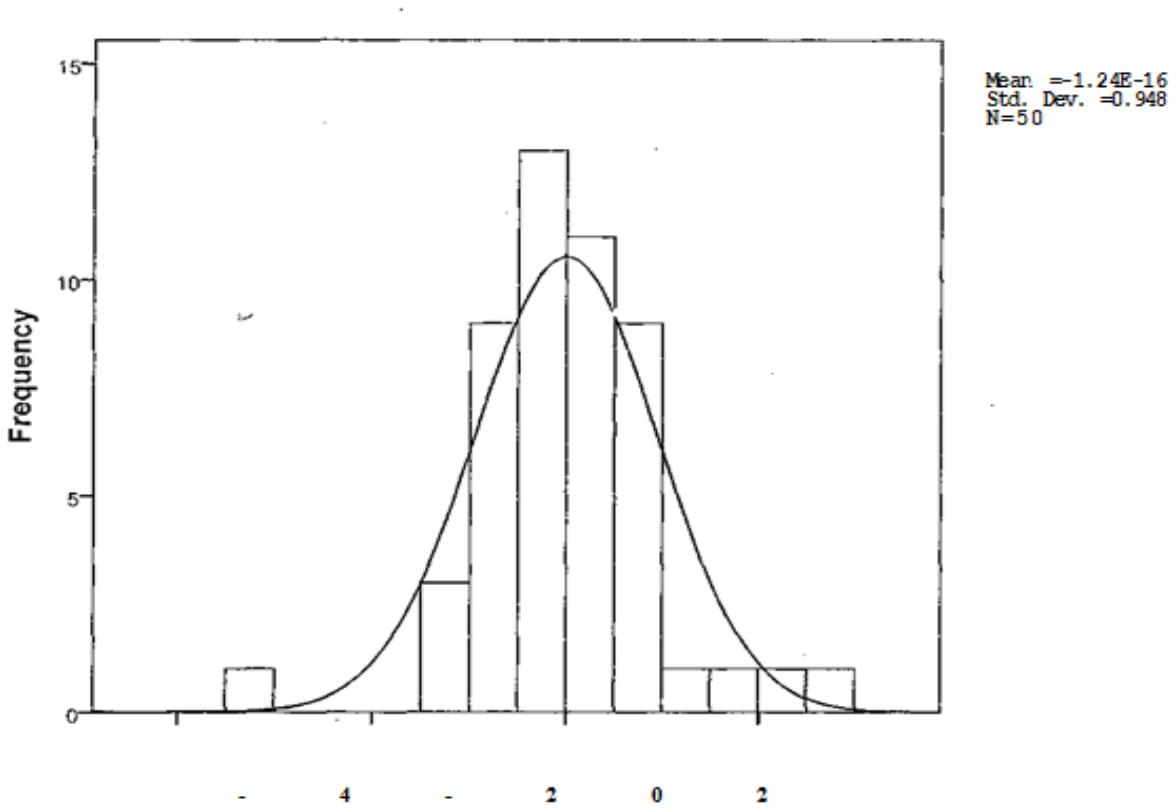
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.5875	189.6553	80.7800	41.91575	50
Residual	-89.96038	96.04415	.00000	51.11033	50
Std. Predicted Value	-1.818	2.597	.000	1.000	50
Std. Residual	-1.668	1.781	.000	.948	50

a. Dependent Variable: MKS

Charts

Histogram
Dependent Variable: SGT




```
REGRESSION
  /DESCRIPTIVES MEAN STDDEV CORR SIG N
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT (.10)
  /NOORIGIN
  /DEPENDENT MRS
  /METHOD=ENTER CRM MSG CPT QLT MKP
  /RESIDUALS DURBIN HISTOGRAM(ZRESID) .
```

Regression: Market Share

```
[DataSet0]
```

Case Processing Summary

		N	%
Cases	Valid	50	98.0
	Excluded[3]	1	2.0
	Total	51	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.875	5

Item Statistics

	Mean	Std. Deviation	N
CRM	80.7200	71.56588	50
MSG	75.1600	71.32431	50
CRT	79.9800	67.24566	50
QLT	85.1600	70.81778	5C
MKP	86.8400	71.19544	50

Inter-Item Correlation Matrix

	CRM	MSG	CRT	QLT	MKP
CRM	1.000	.878	.742	-.118	-.103
MSG	.878	1.000	.693	-.107	.006
CRT	.742	.693	1.000	-.215	-.011
QLT	-.118	-.107	-.215	1.000	.033
MKP	-.103	.006	-.011	.033	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	81.572	75.160	86.840	11.680	1.155	21.250	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CRM	327.1400	23495.511	.632 .	.817	.722
MSG	332.7000	22803.276	.677	.784	.818
CRT	327.8800	26325.781	.533	.577	.731
QLT	322.7000	41455.765	-.138	.052	.965
MKP	321.0200 .,,	38169.285	-.027	.058	.764

Scale Statistics

Mean	Variance	Std. Deviation	N of items
407.8600	42478.286	206.10261	5

```
RELIABILITY
  /VARIABLES=ROI COS SGT MKS
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STA'riSTICS = DESCRIPTIVE SCALE, CORR
  /SUMMARY=TOTAL MEANS.
```

Reliability

;DataSet0]

Scale: ALL VARIABLES-FIRM PERFORMANCE VARIABLES

Case Processing Summary

		N	%
Cases	Valid	50	98.0
	Excluded[3]	1	2.0
	Total	51	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.943	4

Item Statistics

	Mean	Std. Deviation	N
ROI	80.7800	66.09989	50
CUS	86.8400	71.19544	50
SGT	74.4400	62.84031	50
MKS	76.1200	68.37670	50

Inter-Item Correlation Matrix

	ROI	CUS	SGT	MKS
ROI	1.000	.169	-.097	.077
CUS	.169	1.000	-.225	.139
SGT	-.097	-.225	1.000	.148
MKS	.077	.139	.148	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	79.545	74.440	86.840	12.400	1.167	30.845	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ROI	237.4000	14304.286	.093	.036	.764
CUS	231.3400	14152.923	.055	.098	.823
SGT	243.7400	17745.502	.092	.088	.931
MKS	242.0600	12162.956	.220	.057	.877

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
318.1800	20151.702	141.95669	4

REGRESSION

/DESCRI PTIVES MEAN S'l'DDEV CORR SIGN
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERTA=PIN (.05) POUT (.10)
/NOORIGIN
/DEPENDENT PRF ^
/METHOD=ENTER CRM MSG CPT QLT MKP
/RESIDUALS DURBIN HISTOGRAM (ZRES1D).

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
MKS	80.7800	66.09989	50
CRM	80.7200	71.56588	50
MSG	75.1600	71.32431	50
CPT	79.9800	67.24566	50
QLT	85.1600	70.81778	50
MKP	86.8400	71.19544	50

Correlations

		MKS	CRM	MSG	CPT	QLT	MKP
Pearson Correlation	MKS	1.000	.040	.061	.441	-.034	.169
	CRM	.040	1.000	.878	.742	-.118	-.103
	MSG	.061	.878	1.000	.693	-.107	.006
	CPT	.441	.742	.693	1.000	-.215	-.011
	QLT	-.034	-.118	-.107	-.215	1.000	.033
	MKP	.169	-.103	.006	-.011	.033	1.000
Sig. (1 -tailed)	MKS		.393	.336	.001	.408	' .121
	CRM	.393		.000	.000	.207	.238
	MSG	.336	.000		.000	.229	.484
	CPT	.001	.000	.000		.067	.470
	'-QLT	.408	.207	.229	.067		.409
	MKP	.121	.238	.484	.470	.409	
N	MKS	50	50	50	50	50	50
	CRM	50	50	50	50	50	50
	MSG	50	50	50	50	50	50
	CPT	50	50	50	50	50	50
	QLT	50	50	50	50	50	50
	MKP	50	50	50	50	50	50

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	MKP, MSG, QLT, CPT, CRM[b]		Enter

a. Dependent Variable: MKS

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.830[a]	.794	-.032	73084.19583	2.612

a. Predictors: (Constant), MKP, CPT, MSG, QLT, CRM

b. Dependent Variable: PRF

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.354	4	65.088	.619	.051[b]
	Residual	248.126	45	80.403		
	Total	258.480	49			

a. Dependent Variable: PRF

b. Predictors: (Constant), MKP, CPT, MSG, QLT, CRM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19212.981	4.083		.738	.465
	MSG	157.597	.230	.767	.894	.038
	CPT	-182.643	.637	-.174	-1.137	.026
	QLT	-36.007	.139	.353	.226	.002
	MKP	159.513	.116	.579	1.019	.031

a. Dependent Variable: PRF

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	CRM	.600[b]	.467	.025	.243	.000

a. Dependent Variable: PRF

b. Predictors in the Model: (Constant), MKP, CPT, MSG, QLT, CRM

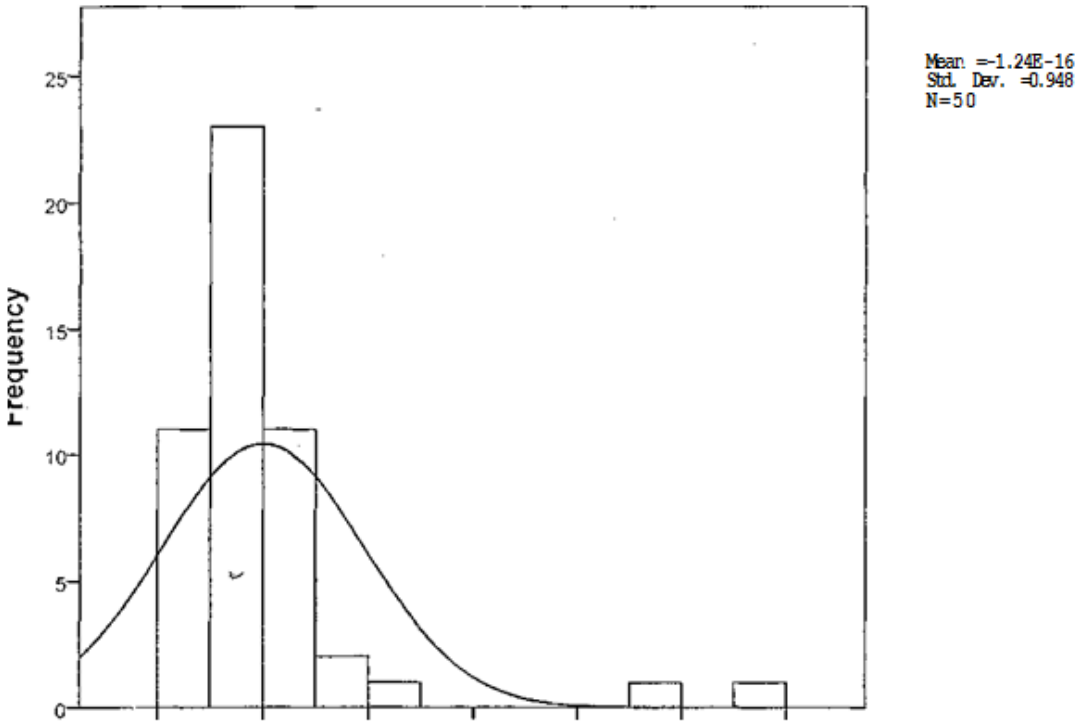
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	5.5820	660.7656	27752.5200	16429.65429	50
Residual	4.6876	330.68750	.00000	70037.66998	50
Std. Predicted Value	-2.265	2.350	.000	1.000	50
Std. Residual	-.746	4.519	.000	.958	50

a. Dependent Variable: PRF

Charts

Histogram
Dependent Variable: PRF



```
/DEPENDENT PRF
/METHOD=ENTER CRM MSG CPT QLT MKP
/RESIDUALS DURBIN HISTOGRAM (ZRESID).
```