

## ENTREPRENEURIAL MARKETING ORIENTATION AND VENTURE PERFORMANCE OF FOOD AND BEVERAGES FIRMS IN RIVERS STATE

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### Abstract

The study examined the relationship between Entrepreneurial Marketing Orientation and Venture Performance of food and beverages firms in Rivers State. This study adopted the correlation survey research. The population of the study consisted of 30 food and beverage firms. Primary data source was used in this study. The study adopted content and face validity. The findings The result of the analysis revealed that resource leveraging showed a positive and significant relationship with sales growth of food and beverage firms in Rivers State, risk-taking showed a positive and significant relationship with sales growth of food and beverage firms in Rivers State. Therefore, the study concluded that entrepreneurial marketing orientation via its dimensions of resource leveraging and risk-taking are precursor of venture performance of food and beverage firms in Rivers State. the study recommends amongst others that food and beverage firms should leverage their resources, take calculated risk and recognize opportunities as this would not only improve their sales volume but also their performance would improve.

**Keywords:** Entrepreneurial marketing orientation, risk taking, Resource leaverage and venture performance

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### Introduction

#### Background to the Study

According to most works on strategic management, a company's strategy selection process should include Because environmental uncertainties can be both a problem and an opportunity for small and medium-sized enterprises (SMEs), the success of palm oil SMEs hinges on how well these businesses adapt to changing external conditions (Desarbo et al., 2005; Adeola, 2016). Small and medium-sized enterprises (SMEs) will develop an entrepreneurial marketing mindset to deal with external environment risks. Firm growth and performance are strongly correlated with entrepreneurial orientation, market orientation, or a mix of the two, according to studies

conducted by Atuahene-Gima and Ko (2001), Mirzaei et., al. (2016), and Octavia and Ali (2017).

The marketing strategy of an entrepreneur is essential in today's fast-paced, ever-changing business climate, which presents both challenges and possibilities (Shirokova et., al., 2016). The capacity to quickly adjust to new circumstances is crucial for small and medium-sized enterprises (SMEs) to understand their customers' wants and requirements and, according to Shirokova et., al. (2015), boost their bottom line. Because they are better able to adapt to changing conditions and seize new opportunities, entrepreneurially orientated firms are more likely to maintain and improve performance in highly volatile markets (Kraus

et., al., 2012). According to Shirokova et., al. (2016), citing Aaker and Day (1986) and Song and Chen (2014), a business must adopt an entrepreneurial mindset in order to take advantage of high-growth markets. These markets are characterised by rising consumer demand, either from existing customers or from new customers who are willing and able to purchase more goods and services. Conversely, rival businesses become more proactive in their pursuit of new business possibilities when the market is not growing or is shrinking. Businesses need to step up their game in terms of innovation if they want to stand out from the competition, increase sales, and enhance venture performance. This means coming up with fresh ideas, developing and releasing unique goods, and being nimble enough to seize new market possibilities.

An entrepreneurial mindset allows businesses to seize opportunities as they arise, giving them a leg up in the market (Schindehutte et., al., 2008). Small and medium-sized enterprises (SMEs) that are proactive in their thinking can be trailblazers in many ways, including the identification and pursuit of new opportunities, the entry into new markets, and the development of novel marketing strategies and products (Webb et., al., 2011). There are seven aspects to an entrepreneurial marketing orientation: being proactive, taking calculated risks, being inventive, focusing on opportunities, utilising resources, being customer intense, and creating value. According to Hills et al. (2008), there are six aspects that pertain to an individual's orientation: five that are entrepreneurial in nature, which include being proactive, inventive, focused on opportunities, and utilising resources, and two that are marketing in nature, which include customer intensity and value creation. These features set entrepreneurial marketing apart from more conventional approaches (Hills et al., 2008).

Essential instruments for enhancing venture success may be used via an

entrepreneurial marketing mindset. When it comes to small and medium-sized businesses, entrepreneurial marketing is a crucial component for top performance and worldwide competitiveness (Otika et al., 2019).

Various indicators are often used to assess the success of ventures. These include financial measurements like profitability and return on investment as well as growth indicators like sales growth and market share. Subjective evaluations like customer happiness and reputation are also prevalent. Both internal and external variables have been investigated by scholars as potential contributors to venture success. Entrepreneurial traits and company practices are examples of internal predictors of venture success. Prior experience, education, and talents are entrepreneurial traits that have been shown to favourably impact venture success (Shane & Venkataraman, 2000).

Entrepreneurial marketing, according to Oluwatoyin and Badamasi (2015), is a certain way to build a successful business, seize opportunities as they arise, provide exceptional value to customers, attract more customers, boost profits, and grow your company. Empirical research confirmed, once again, that elements of entrepreneurial marketing orientation significantly impacted businesses of varying sizes and complexity (Miller, 1983). Lumpkin and Dess (1996) and Miller (2011) found that the impact of these dimensions varies depending on whether the factor is internal or external. There is widespread agreement that an entrepreneurial mindset is a key factor in the rapid expansion and success of many companies (Dess, 2005; Wiklund and Shepherd, 2005; Wach, 2015). Covin and Wales (2012) and George and Marino (2011) both point out that there has been a lack of consistency in the theory around this construct, its components, and their relationships. Regardless, it is necessary to investigate the entrepreneurial marketing

orientation and venture success of food and beverage companies in Rivers State, considering the field's high volume of research on the subject.

### **Statement of the Problem**

There is a lot of rivalry in the beverage industry, and many businesses in Rivers State are having trouble keeping up. Despite extensive marketing campaigns aimed at retaining and rewarding loyal consumers, a large number of beverage companies in Rivers State have reported a high rate of client defection, making improved performance a goal for these businesses. There is a significant amount of consumer churn in the beverage market. The afflicted enterprises' sales and profit margin decline in direct proportion to the rate of client defection. Because they can't keep their current clients and make sure they're loyal, several beverage companies in Rivers State are seeing poor sales and profitability.

In spite of intense competition, some Rivers State beverage companies have taken proactive steps to strengthen client loyalty. In an effort to win back and keep their consumers, they've offered new promotions including sales and freebies. Nevertheless, there is still a significant amount of client desertion, even if these companies have taken attempts to boost customer loyalty. These companies may be failing to boost client loyalty because they fail to provide an enjoyable and unforgettable brand experience. The argument here is that beverage companies in Rivers State may benefit from a more entrepreneurial approach to marketing. Unfortunately, there is a dearth of research in the Nigerian context that lends credence to this claim; specifically, there has been little research on the topic of beverage companies in Rivers State and the correlation between an entrepreneurial marketing attitude and their venture success. There is now a need to address this void in marketing literature. The

primary impetus for our research was the need to address this knowledge vacuum.

### **Research Questions**

The following research questions were formulated to address the objectives of the study:

- i. How does resource leveraging relate to sales growth of food and beverages firms in Rivers State?
- ii. How does risk-taking relate to sales growth of food and beverages firms in Rivers State?

### **Literature Review**

#### **Conceptual Review**

#### **Concept of Entrepreneurial Marketing Orientation**

An entrepreneurial marketing orientation (EMO) is a way of thinking about marketing and business that combines entrepreneurial values with traditional marketing tactics to boost company output. Scholars have paid close attention to the idea, investigating its many facets and potential consequences. The purpose of this literature review is to summarise the current knowledge on EMO, its causes, and the results it produces for organisations.

EMO has been conceived of and described differently by several academics. Strategically, EMO is defined by Hult, Neese, and Bashaw (2007) as an approach to marketing that places an emphasis on an entrepreneurial frame of mind and style of behaviour. When it comes to marketing, it's all about being proactive, creative, and daring. Similarly, EMO is defined by Hills and Sarin (2003) as an entrepreneurial marketing strategy that centers on seeing possibilities and capitalising on them. Numerous causes and risk factors of EMO have been found by researchers. Lumpkin and Dess (1996) found that an entrepreneurial orientation (EO) defined as a propensity to take initiative, think creatively, and take risks is a significant factor in EMO. An entrepreneurial marketing

strategy is more common with companies with a high EO. A company's EMO is heavily influenced by its culture, leadership style, and the backing of upper management (Hills & Sarin, 2003). Extensive research has been conducted on the impact of EMO on organisational results. Financial performance is favourably affected by EMO. Sales growth and profitability are both enhanced for companies with a high EMO, according to research by Zahra and Garvis (2000). Innovation performance is also impacted by EMO. Innovation inside the company is boosted by EMO, according to Hills and Sarin (2003), which promotes a culture of experimentation, idea production, and information exchange.

In addition, EMO significantly affects results pertaining to customers. Companies with a high EMO increase customer happiness, loyalty, and good word of mouth by putting the client first and concentrating on providing exceptional value (Hills & Sarin, 2003). According to Hult et al. (2007), EMO helps businesses better sense and respond to the market, which in turn helps them better understand and satisfy their customers' requirements. How EMO relates to organisational results is affected by a number of contextual variables. Market volatility and technology developments are examples of environmental dynamism that might affect EMO's efficacy. Since EMO allows organisations to adapt and grab new possibilities, it is especially crucial in dynamic situations (Hills & Sarin, 2003). The literature on EMO emphasises its significance in boosting organisational performance. Financial performance, innovation performance, and customer-related results are all favourably impacted by EMO, which is characterised by an entrepreneurial attitude and proactive marketing tactics.

### **Resource Leveraging**

In strategic management and entrepreneurship, the idea of resource

leveraging how a business may make the most of its resources to get an edge over its competitors is fundamental. The processes, tactics, and results linked to resource leveraging have been the subject of much research. The purpose of this literature review is to summarise the studies that have looked at the relationship between resource leveraging and the success of organisations. According to Brouthers et al. (2016), resource leveraging is the process of making strategic use of current resources in order to generate more value and gain a competitive edge. To maximise the influence on organisational results, it entails identifying, acquiring, allocating, and transforming resources. Researchers have looked at many different aspects of resource leveraging, including as money, people, information, networks, and technology. When it comes to resource leveraging methods, money is king. According to Sirmon et al. (2007), organisations may engage in R&D, grow their operations, acquire new technology, and break into new markets when they have access to cash. Leveraging financial resources is critical for gaining a competitive edge and maintaining development in organisations, according to scholars (Kim & Park, 2011).

### **Risk-Taking**

Entrepreneurship and strategic management, which study the impact of uncertainty on organisational decision-making, include the idea of risk taking as a central notion. Academics have delved deep into the idea of risk taking, studying its origins, effects, and potential effects on business outcomes. An outline of the current literature on risk taking and its relevance in strategic and entrepreneurial settings is the goal of this literature study.

The readiness to take chances, whether as a person or a group, on endeavours with unclear returns and possible setbacks is known as risk taking (Knight, 1921). becoming able to make judgements with little knowledge and a great deal of uncertainty is a

crucial part of becoming an entrepreneur (Hmieleski & Corbett, 2006). Individual traits, organisational setting, and environmental variables are among the many elements that researchers have found to impact risk taking. A person's propensity to take risks is highly dependent on their own personality traits. Researchers have looked at how characteristics like confidence, locus of control, and tolerance for ambiguity might predict a person's risk-taking tendency (Caliendo, et., al., 2014; Zhao & Seibert, 2006). Individuals' risk-taking propensity is also affected by mental variables including how they perceive and feel about risk (Sitkin & Pablo, 1992; Wach et al., 2018). How people act while taking risks is influenced by their workplace environment. workers' willingness to take risks is shaped by the norms and culture of their organization. Denison (1996) and Miller and Friesen (1983) found that organisations that promote experimentation and innovation tend to have more daring workers. Leadership is essential in fostering an environment where people feel comfortable enough to take risks because they demonstrate the desired behaviour, provide encouragement, and establish a supportive environment (Edmondson, 1999; Judge & Piccolo, 2004). Industry dynamics and competitive pressures are two environmental elements that influence risk taking behaviour. Carpenter & Fredrickson (2001) and Shepherd et al. (2007) showed that businesses with high levels of volatility and uncertainty, such technology and biotechnology, are more likely to take risks. Companies may be more willing to take chances in times of high market volatility and intense competition (Gimeno et al., 1997; Gulati & Singh, 1998). There is a lot of research on the results of risk taking. Research has shown that there are benefits and drawbacks to taking risks.

### Concept of Venture Performance

Analysing the results, accomplishments, and prosperity of

entrepreneurial endeavours is the crux of venture performance, a vital subfield of entrepreneurship research. There has been a lot of study into what makes a venture successful and what it means for business owners, financiers, and the economy as a whole. A synopsis of the research on venture performance and what factors influence it is the goal of this literature study. Various indicators are often used to assess the success of ventures. These include financial measurements like profitability and return on investment as well as growth indicators like sales growth and market share. Subjective evaluations like customer happiness and reputation are also prevalent. Both internal and external variables have been investigated by scholars as potential contributors to venture success. Entrepreneurial traits and company practices are examples of internal predictors of venture success. Prior experience, education, and talents are entrepreneurial traits that have been shown to favourably impact venture success (Shane & Venkataraman, 2000).

The makeup, skill, and resource-leveraging abilities of the entrepreneurial team also have a role in the venture's success (Ensley et al., 2006; Colombo & Grilli, 2005). Investment success has also been associated with strategic moves including new product development, advertising, and streamlining operations (Lumpkin & Dess, 1996; Zahra et al., 2000). Things that entrepreneurs and businesses can't change are known as external drivers of venture performance. Operating in a certain industry has a major impact on how well a venture does. According to research (Bettinelli et al., 2014; Porter, 1980), venture success may be affected by industry characteristics including growth rates, competitive intensity, and technology dynamism. A number of factors, such as macroeconomic circumstances and regulatory frameworks, influence the success of ventures (Acs et al., 2009; Djankov et al., 2002).

Project success may be better understood with the use of theoretical frameworks like the dynamic capabilities viewpoint and the resource-based view (RBV).

### **Theoretical Framework**

#### **Resource-Based View (RBV) theory**

Scholars like Barney (1991) and Wernerfelt (1984) established the Resource-Based View thesis, which states that a company's performance and competitive advantage are affected by its distinct resources and capabilities. Firms that own resources that are valuable, rare, inimitable, and non-substitutable (VRIN resources) are more inclined to achieve exceptional performance and maintain a competitive edge, according to RBV. According to RBV theory, businesses may gain a competitive edge and improve their performance by focusing on entrepreneurial marketing strategies and skills. This is especially true when considering the relationship between entrepreneurial marketing orientation and venture performance. A company may gain an advantage over rivals and provide more value to consumers by adopting an entrepreneurial marketing mindset that prioritises the needs of consumers, is open to new ideas, and isn't afraid to take calculated risks. Businesses may improve their ability to spot and capitalise on opportunities, meet client demands, and create novel goods and services by embracing entrepreneurial marketing strategies. In the long run, these skills may help a business succeed by increasing customer happiness, market share, and financial performance. A company's resource base, competitive advantage, and performance results may be influenced by an entrepreneurial marketing attitude, and the RBV theory offers a framework for analysing this. It stresses that in highly competitive and ever-changing markets, a lasting competitive advantage may be achieved by capitalising on distinctive resources and competencies. To better understand the mechanics and drivers of

success in entrepreneurial ventures, academics and practitioners may use the RBV theory to examine entrepreneurial marketing orientation and venture performance. Firms may improve their performance in the marketplace and get a competitive advantage by using entrepreneurial marketing strategies to find and use significant resources and skills.

#### **Empirical Review**

Chen and Wang (2019) looked at how an entrepreneurial mindset affects a company's bottom line. The purpose of this research is to examine SMEs and their connection to entrepreneurial orientation and company success. Researched here is the relationship between an entrepreneurial mindset one that is innovative, risk-taking, and proactive and the financial success of small and medium-sized enterprises (SMEs). To investigate this connection, researchers use a quantitative technique. A total of 300 SMEs from a wide range of sectors are the subject of the research. Data from company owners and senior managers is gathered using a standardised survey form. The results imply that having an entrepreneurial mindset helps businesses gain a competitive edge and succeed in the long run. This research looks at the connection between an entrepreneurial mindset and company success, specifically at the mediating function of strategic flexibility. It finds that strategic flexibility mediates this link to some extent, suggesting that entrepreneurially orientated organisations are better equipped to adapt to changing business environments and grab new opportunities as they arise. Findings from the research suggest that managers and owners of small and medium-sized enterprises (SMEs) should aggressively seek out growth and market expansion possibilities, promote a culture of innovation, and encourage risk-taking within reasonable limitations. The research also highlights the need of cultivating strategic flexibility to make the most of entrepreneurial orientation and boost business performance.

Entrepreneurial marketing's impact on the longevity of new ventures was the subject of research by Lee and Kim (2021). The research looks at how entrepreneurial marketing helps fledgling businesses stay afloat. Entrepreneurial marketing methods and approaches and their impact on new enterprise survival and success are explored. In order to fully grasp the phenomena, the research used a mixed-methods strategy, which combines quantitative analysis with qualitative observations. One hundred fifty innovative initiatives spanning several different sectors are the subject of the research. Questionnaires and in-depth interviews are both used to gather information for the study. Market sensing, opportunity discovery, resource leveraging, and client connection development are some of the entrepreneurial marketing methods that are evaluated in the survey questionnaire. The results show that new businesses have a better chance of success if they focus on their customers, are quick to respond to market needs, and make good use of available resources. The qualitative information gleaned from the in-depth interviews gives the quantitative results more perspective and depth. The need of market knowledge, keeping an eye on client wants, and being nimble in adjusting marketing tactics to shifting market dynamics are all qualities that successful businesses stress. The importance of entrepreneurial marketing in improving new enterprises' survival chances is highlighted by the research. If they want their businesses to thrive in the long run, entrepreneurs starting new companies should use entrepreneurial marketing strategies including market sensing, customer centricity, and efficient use of resources. New business owners are advised to do extensive market research, have a profound comprehension of client wants, and make good use of existing resources, according to the study's conclusions. In order to take advantage of possibilities and

overcome problems, new businesses need to be quick to respond and agile with their marketing tactics, according to the report.

The Impact of Entrepreneurial Marketing on Business Outcomes was Examined by Smith and Johnson (2020). Within the framework of small company companies, the research investigates how entrepreneurial marketing impacts firm performance. It delves at the ways in which customer focus, resource leveraging, and innovation—three hallmarks of entrepreneurial marketing—impact several aspects of small firms' success. In order to fully grasp the link, the study combined quantitative analysis with qualitative insights using a mixed-methods research approach. Across a wide range of sectors, the research zeroes down on 200 tiny businesses. Data for the study is gathered using a mix of questionnaires and in-depth interviews. A number of important factors, including entrepreneurial marketing aspects and business performance indicators, are measured by the survey questionnaire. There is a strong positive correlation between entrepreneurial marketing and corporate performance, according to quantitative data. In terms of sales growth, profitability, customer happiness, and market share, small firms that successfully use entrepreneurial marketing strategies outperform their competitors. The results highlight how innovation, resource utilisation, and customer centricity drive company success. The qualitative data gleaned from in-depth interviews provide important background and lends credence to the numerical results. Relationships with customers, the capacity to learn and adapt, and the awareness of and response to market possibilities are three things that successful small company entrepreneurs stress. The research shows that entrepreneurial marketing helps small businesses succeed.

### **Methodology**

This investigation made use of both survey and correlational research methods. The 30 food and beverage companies in Port Harcourt that made up the study's population included production managers, quality control inspectors, marketers, sales representatives, accountants, and procurement officers, among other managerial staff. Thirty managers, or one manager from each food and beverage company in Port Harcourt, served as survey respondents. In order to gather information, the questionnaire was used. Using a scale from "strongly agree" to "strongly disagree," the instrument was developed using a five-point Likert scale. Data analysis in the research made use of both descriptive and

inferential statistics. Using (SPSS 26.0), we conducted a regression analysis and a Pearson product moment correlation.

**Results and Discussion of Findings**

**Data Presentation**

The data collected in the questionnaire were presented in this section. A total of 30 copies of the questionnaire were administered to the respondents (managers) of 30 food and beverage firms in Rivers State

**Hypothesis 1**

Ho<sub>1</sub>: There is no significant relationship between resource leveraging and sales growth of food and beverages firms in Rivers State.

**Table 4.1: Result of bivariate analysis between resource leveraging and sales growth**

			Resource Leveraging	Sales Growth
Pearson (r)	Resource Leveraging	Correlation Coefficient	1.000	.699**
		Sig. (2 tailed)	.	.001
		N	30	30
	sales growth	Correlation Coefficient	.699**	1.000
		Sig. (2 tailed)	.001	.
		N	30	30

\*\*Correlation is significant at 0.01 levels (2 tailed)

Source: SPSS-Generated Output

Bivariate analysis was conducted between resource leveraging and sales growth of food and beverage enterprises in Rivers State, and the results are shown in Table 4.1. With a correlation of .699\*\* and a significance level of 0.01 (\*\*), the results reveal that resource leveraging is positively and substantially associated to sales growth of food and beverage enterprises. This finding supports the alternative hypothesis and disproves the

null hypothesis (Ho<sub>1</sub>). Thus, we conclude that food and beverage companies in Rivers State may increase their sales by leveraging their resources, and that this link is both robust and statistically significant.

**Hypothesis 2**

Ho<sub>2</sub>: There is no significant relationship between risk-taking and sales growth of food and beverages firms in Rivers State.

**Table 4.2: Result of bivariate analysis between risk-taking and sales growth of food and beverage firms**

			Risk-Taking	Sales Growth
Pearson (r)	Risk-Taking	Correlation Coefficient	1.000	.558**
		Sig. (2 tailed)	.	.001
		N	30	30
	Sales Growth	Correlation Coefficient	.558**	1.000
		Sig. (2 tailed)	.001	.

\*\*Correlation is significant at 0.01 levels (2 tailed)

Source: SPSS-Generated Output

A bivariate study was conducted to determine the relationship between risk-taking and sales growth for food and beverage companies in Rivers State. The results are shown in Table 4.2. With a moderately positive correlation of  $r = .558^{**}$  and a significance threshold of 0.01 for the correlation, the results show that risk-taking is positively correlated with sales growth for food and beverage enterprises. So, we accept the alternative hypothesis and reject the null hypothesis ( $H_0$ ). This leads us to believe that the food and beverage businesses in Rivers State may benefit from taking some calculated risks in order to increase their sales.

### Discussion of Findings

Venture success of food and beverage companies in Rivers State was positively and significantly correlated with resource leveraging, according to the study. Lee and Kim (2021) corroborated this result in their study on the impact of entrepreneurial marketing on the longevity of new businesses. The research looks at how entrepreneurial marketing helps fledgling businesses stay afloat. Entrepreneurial marketing methods and approaches and their impact on new enterprise survival and success are explored. In order to fully grasp the phenomena, the research used a mixed-methods strategy, which combines quantitative analysis with qualitative observations. One hundred fifty innovative initiatives spanning several different sectors are the subject of the research. Questionnaires and in-depth interviews are both used to gather information for the study. Market sensing, opportunity discovery, resource leveraging, and client connection development are some of the entrepreneurial marketing methods that are evaluated in the survey questionnaire. The results show that new businesses have a better chance of success if they focus on their customers, are quick to respond to market needs, and make

good use of available resources. Researching the industry extensively, learning the ins and outs of client demands, and making good use of available resources are all pieces of advice given to new business owners by the study's authors.

Data from businesses in the food and drink industry in Rivers State showed a robust, positive, and statistically significant correlation between risk-taking and venture success. Research by Chen and Wang (2019) on the effect of an entrepreneurial mindset on business success lends credence to these conclusions. Researched here is the relationship between an entrepreneurial mindset one that is innovative, risk-taking, and proactive and the financial success of small and medium-sized enterprises (SMEs). To investigate this connection, researchers use a quantitative technique. The results imply that having an entrepreneurial mindset helps businesses gain a competitive edge and succeed in the long run. This research looks at the connection between an entrepreneurial mindset and company success, specifically at the mediating function of strategic flexibility. Findings from the research suggest that managers and owners of small and medium-sized enterprises (SMEs) should aggressively seek out growth and market expansion possibilities, promote a culture of innovation, and encourage risk-taking within reasonable limitations.

### Summary of Findings

- i. There is a significant relationship between resource leveraging and sales growth of food and beverages firms in Rivers State.
- ii. There is a significant relationship between risk-taking and sales growth of food and beverages firms in Rivers State.

### Conclusion

Results showed that food and drink businesses in Rivers State were more likely to have an entrepreneurial marketing approach, which was associated with better venture success. The study also found that food and beverage companies in Rivers State that took risks had a positive and significant correlation with sales growth, and that companies in the same industry that leveraged their resources had a similar correlation. As a result, the research found that food and beverage businesses in Rivers State are more likely to have an entrepreneurial marketing attitude, which is characterised by a willingness to take risks and make use of available resources. resource leveraging and risk-taking are precursor of venture performance of food and beverage firms in Rivers State.

### Recommendations

Based on the study's results and conclusion, the following suggestions were made:

1. Businesses in the food and beverage industry in Rivers State, especially those with poor sales numbers, would do well to engage in resource leveraging in order to boost their venture performance and increase sales volume, especially when competing with bigger competitors.
2. Businesses in the food and drink industry in Rivers State would do well to boost their venture success by taking measured risks.

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