



## The Contribution of Entrepreneurial Marketing in Enhancing the Performance of Tourism Institutions: A Field Study

دور التسويق الريادي في تحسين اداء المؤسسات السياحية: دراسة ميدانية

<sup>1\*</sup> Yamina Benahamed, [benahmed.yamina@univ-ghardaia.dz](mailto:benahmed.yamina@univ-ghardaia.dz)

<sup>2</sup> Boudaoud Boumadiene, [b.boudaoud@crsic.dz](mailto:b.boudaoud@crsic.dz)

<sup>3</sup> Houari Maaradj, [houari@univ-ghardaia.edu.dz](mailto:houari@univ-ghardaia.edu.dz)

<sup>1</sup> PHD Student, Laboratory of Quantitative and Qualitative Applications for the Economic, Social, and Environmental Advancement of Algerian Institutions, University of Ghardaia (Algeria)

<sup>2</sup> PHD, Research center for Islamic sciences and civilization(CRSIC), Algeria

<sup>3</sup> Professor, Laboratory of Tourism, Territory, and Institutions, University of Ghardaia (Algeria)

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### Abstract

### Keywords

The aim of this research is to identify the role of entrepreneurial marketing in enhancing the performance of tourism institutions in Algeria. This is achieved by measuring the influence of the dimensions of entrepreneurial marketing. To accomplish this, a questionnaire was used as a data collection tool. The questionnaire was administered to a sample of tourism institutions in five provinces. The findings indicated that there is no statistically significant positive impact of entrepreneurial marketing as a concept on enhancing the performance of tourism institutions. However, there is a statistically significant positive impact of customer orientation and value creation. In addition, resource leveraging is the dimension with the greatest positive influence on performance. The research recommended the necessity of targeting integration between the dimensions of entrepreneurial marketing, rather than targeting each dimension individually.

Entrepreneurial;  
Marketing;  
Proactiveness;  
Tourism Institutions;  
Innovativeness;

JEL Classification Codes : M310 ; L260 ; Z320

### الكلمات المفتاحية

### الملخص

تهدف هذه الدراسة الى معرفة دور التسويق الريادي في تعزيز اداء المؤسسات السياحية بالجزائر وهذا من خلال قياس تأثير ابعاد التسويق الريادي. ولتحقيق اهداف الدراسة تم الاعتماد على الاستبيان كأداة دراسة حيث تم توزيعه على عينة من المؤسسات السياحية في 5 ولايات. وقد توصلت النتائج الى غياب أثر ايجابي ذو دلالة احصائية للتسويق الريادي ككل في تحسين اداء المؤسسات السياحية. مع وجود أثر ايجابي ذو دلالة احصائية لكل من بعد التركيز على الزبون وخلق القيمة. بينما استغلال الموارد المتاحة كان اعلى بعد تأثير ايجابي عليها. اوصت الدراسة بضرورة استهداف التكامل بين ابعاد التسويق الريادي بدلا من التركيز على ابعاد منفردة.

التسويق؛  
الريادي؛  
الاستباقية؛  
المؤسسات  
السياحية؛  
الابداع.

تصنيف JEL: M310 ؛ L260 ؛ Z320

\* corresponding author : Yamina Benahamed, email : [benahmed.yamina@univ-ghardaia.dz](mailto:benahmed.yamina@univ-ghardaia.dz)

## **I.INTRODUCTION:**

The world tourism sector is changing quickly due to globalization and increasing competition. This is resulting in tourism businesses needing to come up with new strategies to enhance flexibility and sustainability. One such strategy is entrepreneurial marketing, which focuses on innovation, proactivity, and opportunity. This enables tourism firms to be flexible and maintain their edge in a challenging business world.

Additionally, entrepreneurial marketing increases customer value, improves resource allocation, and sustains competitiveness. Thus, it is of concern and practical application in the emerging world, and especially tourism-developing countries.

In Algeria, with the country's abundant natural and cultural resources, the weak performance of tourism enterprises remains a stark paradox. This fuels the need for entrepreneurial marketing to enhance performance in the sector, which can be defined in terms of increased tourist arrivals and revenues, or operational efficiency. This study attempts to close the knowledge gap regarding this issue by looking into the different...

Thus, the main research problem can be formulated as follows: **Does entrepreneurial marketing, in its various dimensions, affect the performance of tourism enterprises in Algeria?**

### **Sub-questions**

Based on this central question, the following sub-questions are posed:

- Does proactiveness affect the performance of tourism enterprises?
- Does opportunity orientation affect the performance of tourism enterprises?
- Does innovativeness affect the performance of tourism enterprises?
- Does risk-taking affect the performance of tourism enterprises?
- Does value creation affect the performance of tourism enterprises?
- Does resource utilization affect the performance of tourism enterprises?
- Does customer orientation affect the performance of tourism enterprises?

### **Research Hypotheses**

#### **Main Hypothesis:**

**H:** Entrepreneurial marketing, in its various dimensions, has a statistically significant effect on the performance of tourism enterprises in Algeria.

#### **Sub-hypotheses:**

-**H1:** Proactiveness has a statistically significant and positive impact on the performance of tourism enterprises in Algeria.

-**H2:** Opportunity orientation positively and significantly influences the performance of tourism enterprises in Algeria.

-**H3:** Innovativeness contributes positively and significantly to the performance of tourism enterprises in Algeria.

-**H4:** Risk-taking has a statistically significant positive effect on the performance of tourism enterprises in Algeria.

-**H5:** Value creation exerts a significant positive impact on the performance of tourism enterprises in Algeria.

-**H6:** Efficient resource utilization significantly enhances the performance of tourism enterprises in Algeria.

-**H7:** Customer orientation has a statistically significant positive effect on the performance of tourism enterprises in Algeria.

### **Significance of the Study**

This study holds particular relevance as it explores **entrepreneurial marketing**—a modern strategic approach increasingly recognized for its role in enhancing the competitiveness and effectiveness of tourism enterprises. Amidst growing market pressures and shifting local dynamics, understanding how entrepreneurial marketing can drive performance is both timely and essential.

The study is especially valuable in that it highlights how key dimensions of entrepreneurial marketing—such as innovation, value creation, and customer orientation—serve as levers for building competitive advantage. Furthermore, its contribution is amplified by the **limited empirical research** currently available in the Algerian context that explicitly links entrepreneurial marketing practices to performance outcomes within the tourism sector.

### **Research Methodology**

This study employs the descriptive-analytical method, as it is the most appropriate for presenting the theoretical framework of the study variables and analyzing their interrelationships. A questionnaire was used as the primary data collection tool, administered to a sample of Algerian tourism enterprises. The collected data were then analyzed using the SPSS statistical software.

## **II. THEORETICAL FRAMEWORK AND PREVIOUS STUDIES:**

### **1. Entrepreneurial Marketing**

Entrepreneurial marketing is a relatively recent concept that has emerged in response to profound structural shifts within the business environment—particularly as innovation and the pursuit of new opportunities have become central drivers of growth and competitive advantage. Scholarly interest in entrepreneurial marketing has grown steadily, especially within highly dynamic and competitive industries such as tourism, where adaptability and innovation are essential for success.

Literature review and existing studies present that no unified overarching definition of entrepreneurial marketing exists yet. This is mostly because of the multiplicity of viewpoints tackling the phenomenon from varying analytical perspectives and study agendas. The intersection of marketing and entrepreneurship has also served to add variety on the proffered definitions such that entrepreneurial marketing has been comprehended differently depending on the contextual basis of the study (Al-Anzi, 2018).

Interest in entrepreneurial marketing dates back to the 1980s, and it gained particular prominence in 1980 with the growing recognition of entrepreneurship and marketing as strategic tools for enhancing organizational competitiveness (Khalaf Hussin et al., 2023). The concept has since evolved to reflect a new vision of marketing that goes beyond traditional frameworks. It is now seen as an innovative approach focused on exploiting opportunities in unstable and highly uncertain markets. In this context, researchers have defined entrepreneurial marketing as a marketing practice specific to entrepreneurial or start-up firms, grounded in creativity, experimentation, and adaptability to rapid business environment shifts. This enables firms not only to survive but also to achieve growth and differentiation in the face of increasing competition.

While marketing as a discipline primarily examines market behavior and consumer needs, entrepreneurial marketing can be considered a subset of marketing with characteristics specific to entrepreneurial actors. It focuses on managing commercial activities aimed at attracting, acquiring, and retaining final customers by meeting their needs and solving their problems. The ultimate goal is to transform markets and society by uncovering untapped opportunities. Entrepreneurial marketing also highlights the differences between entrepreneurs and traditional firms in their use of marketing strategies. The marketing mix—product development, pricing, promotion, and distribution—remains fundamental, but entrepreneurs often rely on direct interactions and personal relationships. Their strategies typically emphasize firsthand observation and personal communication over formal research and large-scale global marketing initiatives (Guerola-Navarro et al., 2024).

Entrepreneurial marketing refers to marketing strategies developed in environments characterized by resource scarcity and uncertainty. It emphasizes the proactive behavior of entrepreneurs in identifying attractive opportunities and creating customer value through direct interaction and network building, often with limited resources (Mohammed & Teklu, 2021).

It is also described as the interface between entrepreneurship and marketing, combining the innovative approach of entrepreneurs with a customer-centric focus, while simultaneously accounting for risk and uncertainty. Through entrepreneurial marketing, entrepreneurs identify new market opportunities, monitor market changes, and develop innovative capabilities that strengthen their organizations' competitiveness (Mohammed & Teklu, 2021).

(Putta, 2023) defines entrepreneurial marketing as “the proactive identification and exploitation of opportunities with the aim of acquiring and retaining profitable customers through innovative methods of risk management, resource utilization, and value creation.” Similarly, (Collinson & Shaw, 2001) describe it as a new model that integrates the fundamental characteristics of both entrepreneurship and marketing within a comprehensive framework, viewing marketing as the mechanism through which entrepreneurial activity is carried out.

According to (Hacioglu et al., 2012), entrepreneurial marketing represents adaptive measures or modifications to marketing theory to meet the specific needs of small and medium-sized enterprises (SMEs). (Kraus et al., 2010), however, argue that while entrepreneurial marketing is particularly attractive to SMEs, it essentially refers to marketing practices reflecting an entrepreneurial mindset, which can apply to firms of all sizes, from small businesses to large corporations.

(Kraus et al., 2010) further combined the American Marketing Association's (AMA) definition of marketing with definitions of entrepreneurship to propose the following: entrepreneurial marketing is an organizational function and a set of processes aimed at creating, communicating, and delivering value to customers and managing customer relationships in ways that benefit the firm and its stakeholders. It is characterized by innovation, risk-taking, and initiative, and can be practiced without necessarily relying on currently available resources.

Entrepreneurial marketing remains a debated concept among scholars, especially regarding its key dimensions. While definitions of these dimensions vary depending on methodology and research context, there is relative consensus around **seven fundamental dimensions** that constitute its core: **proactiveness, risk-taking, innovativeness, opportunity focus, resource leveraging, customer intensity, and value creation** (Sadiku-Dushi et al., 2019). These dimensions are explained as follows:

**A. Proactiveness** refers to an organization's ability to forecast and react to market trends ahead of time before they go mainstream. Instead of being reactive, tourist businesses are proactively always on the lookout for emerging trends and changing customer demand. This helps them develop innovative services based on changing needs. In real terms, it implies being early movers to adopt new tourism experience or customizing services to match current visitor interest—their position being a leader of the market and not a follower.

**B. Risk-taking** is a hallmark of entrepreneurial behavior. In the tourism industry, it means being open to uncertainty following a threat and reward analysis. Those businesses that adopt this attitude do not flee from risks but rather strategize and manage them. For instance, tapping untrodden destinations or introducing unusual tourism concepts—at the end of exhaustive feasibility analyses—can open untapped market areas and create sustainable business growth.

**C. Innovativeness** is not just about introducing a new product or service. It also refers to the innovative repositioning of existing services and modes of operations to provide broader

customer value. In the case of tourism, it may involve the application of emerging technology in the form of a virtual tour using a virtual reality output, AI-based customer interaction solutions, or generating unconventional alliances to create distinctive experiences. A focus on innovation assists tourism enterprises to be different and responsive amidst a dynamic marketplace.

**D. Opportunity Orientation** is marked by an active pursuit of unsatisfied market needs and quick reflexes to meet them. Those tourism businesses exhibiting this attribute keep a close tab on industry changes—a spike in interest in nature-tourism or cultural immersion, for example—and rapidly create custom solutions. What sets such businesses apart is the capacity to match inner strengths to outer changes and turn potential weaknesses into strategic strengths.

**E. Other Resources** Entrepreneurial tourism businesses tend to experience resource constraints but transform those constraints into innovation drivers. Instead of treating scarcity as a constraint, they utilize resourceful approaches—including strategic alliances, employee cross-functional training, or utilizing inexpensive information technology tools—to improve performance. Efficient use of resources helps smaller businesses be responsive and competitive in a dynamic industry environment.

**F. Customer intensity** focuses on a long, intense commitment to learning and surpassing the expectations of visitors. It means providing customized services, understanding the needs of guests beforehand, and sustaining interaction along the travel process. By putting the customer experience first and foremost, tourism businesses develop a higher brand commitment and a higher degree of satisfaction.

**G. Value Creation** Entrepreneurial marketing for tourists pursues meaningful value creation not just for the customer, but for stakeholders such as local residents and partnership businesses. This may be achieved in memorable travel experiences, balanced price levels, or activities supporting domestic economies. Constant value creation ensures customer trust, solid positioning on the market, and long-term organisational success.

## **2. Performance of Tourism Enterprises**

The concept of organizational performance is most often associated with financial outcomes; however, no globally agreed-upon definition exists. Consequently, business performance is interpreted in various ways and through multiple dimensions. These include aspects such as continuity, profitability, sales, and number of employees. Previous research indicates that the factors determining the performance of small and medium-sized enterprises (SMEs) can generally be grouped into several categories: entrepreneurial or owner-related characteristics, organizational and managerial features, market conditions, financial resources, and the external environment (Muzenda, 2014).

(Cacciolatti & Fearne, 2011) further highlight that SMEs adopting well-designed marketing strategies supported by accurate market information achieve superior performance. (Mahmoud, 2011) confirms that a higher degree of market orientation leads to improved performance among SMEs in Ghana. Similarly, (Hidayatullah et al., 2019) found that the adoption of entrepreneurial marketing in tourism enterprises significantly enhances their marketing performance. (Ghayyur et al., 2022) also demonstrated that entrepreneurial marketing orientation has a strong positive impact on the performance of more than 400 tourism enterprises in Pakistan.

Entrepreneurial marketing has increasingly positioned itself as a pivotal factor in enhancing the performance of tourism enterprises. It equips businesses with the agility to navigate shifting market conditions and intensifying competitive pressures. By embracing innovative marketing strategies, these enterprises not only attract new clientele but also strengthen relationships with existing customers—thereby enhancing both marketing efficiency and financial performance.

An opportunity-oriented mindset enables firms to stay ahead of evolving tourist preferences and to identify emerging market segments, providing a clear strategic edge. Innovativeness, in turn, supports the development of differentiated tourism products and services that effectively meet customer needs in creative ways. Moreover, calculated risk-taking empowers businesses to explore new ventures with confidence, balancing potential rewards with prudent financial management.

Customer orientation remains central, fostering trust and long-term loyalty through personalized engagement and value-driven experiences—key elements in reinforcing a strong and recognizable brand identity.

Furthermore, resource leveraging plays a critical role, particularly for small and medium-sized tourism enterprises (SMEs). By maximizing available assets—often through collaboration, partnerships, or shared platforms—these firms can enhance their performance despite limited resources. At the heart of entrepreneurial marketing lies value creation, which not only drives customer satisfaction but also lays the foundation for long-term, sustainable success in the tourism industry.

### **III. METHOD AND PROCEDURES:**

#### **1. Study Sample**

This study draws on a sample of 57 tourism enterprises, comprising hotels, travel agencies, and other businesses operating within the tourism sector. These enterprises were randomly selected from five Algerian provinces—Algiers, Ghardaïa, Blida, Djelfa, and Laghouat—to ensure a diverse representation and to reflect the varying dynamics of regional tourism markets.

Data were collected through a structured, paper-based questionnaire administered between June and early September 2025. The chosen sample is particularly valuable due to its inclusion of a broad spectrum of tourism activities, which contributes to the richness and representativeness of the dataset. Additionally, the geographic dispersion of the enterprises enhances the study’s capacity to examine how entrepreneurial marketing practices influence performance across different regional contexts—offering a more comprehensive and contextually grounded analysis.

**Table 1: Distribution of the Study Sample**

| Province     | Questionnaires Distributed | Questionnaires Collected | Valid Questionnaires |
|--------------|----------------------------|--------------------------|----------------------|
| Algiers      | 30                         | 20                       | 17                   |
| Ghardaïa     | 20                         | 14                       | 13                   |
| Laghouat     | 20                         | 08                       | 08                   |
| Djelfa       | 20                         | 11                       | 11                   |
| Blida        | 20                         | 09                       | 08                   |
| <b>Total</b> | <b>110</b>                 | <b>60</b>                | <b>57</b>            |

**Source:** Prepared by the researcher.

#### **2. Study Instrument**

The **questionnaire** served as the primary tool for data collection. It was designed with two main sections :

**A. Descriptive Data** – covering institutional characteristics such as type of enterprise, years of operation, and number of employees.

**B. Study Variables** – entrepreneurial marketing (measured across its **seven core dimensions**) and tourism enterprise performance. Each entrepreneurial marketing dimension was assessed through **five items**, while performance was measured through **eight comprehensive items**.

The questionnaire consisted of **43 items**, all measured using a **five-point Likert scale** ranging from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”). This format was chosen to ensure comprehensive coverage of the research constructs and to capture subtle differences in the respondents’ perceptions and attitudes.

### 3. Data Analysis

Data were analyzed using **SPSS**, which served as the primary statistical software for this study. The analytical process involved both **simple linear regression** and **multiple linear regression** techniques to assess the influence of the seven entrepreneurial marketing dimensions on the performance of tourism enterprises.

**A. Simple linear regression** was utilized to evaluate the individual effect of each entrepreneurial marketing dimension on performance outcomes.

**B. Multiple linear regression** was applied to examine the collective and interactive effects of all seven dimensions simultaneously.

This methodological approach enabled the identification of the most impactful factors contributing to enhanced enterprise performance. Moreover, it offers actionable insights for tourism enterprises seeking to improve competitiveness through strategic marketing efforts. The adoption of quantitative methods also reinforces the validity and reliability of the findings, supporting their generalizability across the Algerian tourism sector.

## **IV. STUDY RESULTS (ANALYSIS AND DISCUSSION) :**

### **-Reliability Test of the Research Instrument**

Reliability is a foundational principle in empirical research, ensuring that the measurement tools consistently and accurately capture the intended constructs. In this study, reliability refers to the **stability and internal consistency** of the questionnaire responses over time. A high level of reliability indicates that the instrument effectively measures the entrepreneurial marketing dimensions and their relationship to business performance, thereby reinforcing the credibility and robustness of the study’s outcomes.

In this study, **Cronbach’s Alpha** was employed to assess the internal consistency of the research instrument. This widely used statistical measure evaluates the degree to which items within a particular dimension are interrelated. Values closer to **1.0** indicate stronger internal consistency, with **0.70** commonly accepted as the minimum threshold for reliability in social science research. Establishing high reliability not only supports the trustworthiness of the findings but also strengthens the overall validity of the study’s conclusions.

As shown in **Table (2)**, the Cronbach’s Alpha value for all 43 items in the questionnaire reached **0.886**, indicating a high level of reliability. At the dimensional level, values ranged from **0.703** for the *Innovativeness* dimension to **0.881** for *Proactiveness*, all above the accepted minimum. This demonstrates that the items were well designed and suitable for measuring the study’s variables.

Notably, *Proactiveness* (0.881) and *Value Creation* (0.855) achieved the highest reliability values, suggesting strong clarity and coherence among their items. In contrast, *Innovativeness* (0.703) scored lowest, yet remains acceptable and reflects reasonable reliability. The performance variable of tourism enterprises also achieved a strong reliability score of **0.823**, confirming good internal consistency. Overall, these results indicate that the research instrument is highly reliable, which supports the validity of the collected data and justifies its use in subsequent statistical analyses.

**Table (2): Cronbach’s Alpha Reliability Test**

| <b>Dimension / Variable</b> | <b>Number of Items</b> | <b>Cronbach’s Alpha</b> |
|-----------------------------|------------------------|-------------------------|
| <b>All Items Combined</b>   | 43                     | 0.886                   |

|                                |   |       |
|--------------------------------|---|-------|
| Proactiveness                  | 5 | 0.881 |
| Opportunity Focus              | 5 | 0.753 |
| Innovativeness                 | 5 | 0.703 |
| Risk-taking                    | 5 | 0.821 |
| Value Creation                 | 5 | 0.855 |
| Resource Leveraging            | 5 | 0.792 |
| Customer Intensity             | 5 | 0.831 |
| Tourism Enterprise Performance | 8 | 0.823 |

**Source:** Based on SPSS outputs.

#### -Validity of the Research Instrument

**Face validity** refers to the degree to which the questionnaire items appear to effectively measure the intended phenomenon, as perceived by both participants and subject-matter experts. To ensure this, all items were carefully reviewed to confirm that the wording was clear, unambiguous, and easily understood. This clarity contributed to increased respondent engagement and reduced the risk of misinterpretation.

Additionally, the distribution of items across the seven entrepreneurial marketing dimensions and the performance variable was well-aligned with the study's objectives. This alignment further strengthens the instrument's face validity, reinforcing its capacity to accurately capture the constructs under investigation.

**Content Validity** reflects the comprehensiveness of the instrument in covering all relevant aspects of the studied variables without omitting essential dimensions. The questionnaire was developed based on a thorough review of the literature and prior specialized studies on entrepreneurial marketing and tourism enterprise performance. In addition, expert opinions in management and marketing were sought to confirm that the items adequately represented the study's variables. This rigorous scientific and practical review ensured that the instrument encompassed all key aspects, thereby strengthening content validity and confirming its ability to capture the studied phenomenon accurately and comprehensively.

#### -Descriptive Analysis of the Sample Characteristics

**Table (3)** presents the distribution of the sample according to descriptive variables, highlighting the main characteristics of the surveyed tourism enterprises and their managers.

**A. Gender:** Male respondents dominate the sample (89.5%) compared to only 10.5% female respondents. This reflects the male-dominated nature of tourism enterprise management in the Algerian context.

**B. Educational Qualification:** The majority of respondents hold a *Higher Technician* diploma (52.6%), followed by *Bachelor's degrees* (35.1%), and *Master's degrees* (12.3%). This indicates that most managers of tourism enterprises have mid-level academic training.

**C. Age:** The largest group falls within the 30–39 age range (42.1%), followed by 40–49 years (29.8%), and 50 years and above (21.1%). Only 7.0% were under 30 years of age. This distribution suggests that most tourism managers are middle-aged, a group typically characterized by professional maturity and experience.

**D. Enterprise Age:** Results show that 47.4% of surveyed enterprises have been operating for more than 10 years, 43.9% between 5–10 years, while only 8.8% are relatively new (less than 5 years old). This indicates that the sample largely consists of well-established and stable enterprises, lending credibility to the study's analysis of entrepreneurial marketing effects.

**Table (3): Distribution of the Sample by Descriptive Variables**

| Variable | Frequency | Percentage (%) | Variable | Frequency | Percentage (%) |
|----------|-----------|----------------|----------|-----------|----------------|
|          |           |                |          |           | 290            |

| Gender      |    |       | Educational Level |    |       |
|-------------|----|-------|-------------------|----|-------|
| Male        | 51 | 89.5  | Higher Technician | 30 | 52.6  |
| Female      | 6  | 10.5  | Bachelor's        | 20 | 35.1  |
| Total       | 57 | 100.0 | Master's          | 7  | 12.3  |
|             |    |       | Total             | 57 | 100.0 |
| Age         |    |       | Enterprise Age    |    |       |
| < 30 years  | 4  | 7.0   | < 5 years         | 5  | 8.8   |
| 30–39 years | 24 | 42.1  | 5–10 years        | 25 | 43.9  |
| 40–49 years | 17 | 29.8  | > 10 years        | 27 | 47.4  |
| ≥ 50 years  | 12 | 21.1  | Total             | 57 | 100.0 |
| Total       | 57 | 100.0 |                   |    |       |

**Source:** Based on SPSS outputs.

#### 4. Respondents' Orientations Toward the Study Variables and Dimensions

##### A. Orientations Toward the Independent Variable Dimensions

##### – Proactiveness

**Table (4)** presents respondents' orientations toward the *Proactiveness* dimension. The overall mean score was **3.36** with a standard deviation of **0.92**, indicating a moderate level of proactiveness adoption among the surveyed tourism enterprises.

The highest mean (3.56) was recorded for the statement: *"We act very quickly when we notice any change in the tourism market."* This suggests that respondents clearly recognize the importance of rapid responses to market shifts. Conversely, the lowest mean (3.21) was associated with the statement: *"Our enterprise takes the initiative in launching tourism services before competitors."* This reflects a certain reluctance to lead in introducing new services ahead of rivals.

In terms of variability, the first statement exhibited the highest standard deviation (1.206), indicating notable differences in respondents' views on this practice. By contrast, the most homogeneous responses were observed for the item related to rapid reaction to market changes (SD = 1.102).

Overall, the findings suggest that proactiveness is moderately present in the surveyed enterprises, with a need to strengthen their ability to pioneer new services ahead of competitors.

**Table (4): Respondents' Orientations Toward the "Proactiveness" Dimension**

| Statement                                                                              | Mean        | SD          | Description |
|----------------------------------------------------------------------------------------|-------------|-------------|-------------|
| Our enterprise takes the initiative in launching tourism services before competitors.  | 3.21        | 1.206       | Neutral     |
| We seek to identify future tourist trends and act proactively to meet their needs.     | 3.26        | 1.061       | Neutral     |
| We act very quickly when we notice any change in the tourism market.                   | 3.56        | 1.102       | Agree       |
| We always attempt to identify potential opportunities before they arise.               | 3.46        | 1.119       | Agree       |
| Our enterprise strategically initiates new tourism offerings before competitors react. | 3.35        | 1.126       | Neutral     |
| <b>Overall Dimension: Proactiveness</b>                                                | <b>3.37</b> | <b>0.93</b> | Neutral     |

**Source:** Based on SPSS outputs.

##### – Opportunity Focus

**Table (5)** illustrates respondents' orientations toward the *Opportunity Focus* dimension. The overall mean score was **3.56** with a standard deviation of **0.74**, suggesting that tourism enterprises generally agree on capitalizing on market opportunities to improve performance.

The highest mean (3.86) was recorded for the statement: *"We quickly adjust our tourism services when a new opportunity arises,"* reflecting the enterprises' adaptability and ability to invest effectively in emerging market shifts. Conversely, the lowest mean (2.84) was reported for the statement: *"Our enterprise constantly monitors opportunities in the tourism market."* This indicates a relative weakness in continuous monitoring, which could limit their ability to anticipate competitors.

In terms of variability, the first statement also showed the highest standard deviation (1.192), signaling divergence among respondents regarding this practice. Overall, the results confirm that tourism enterprises tend to exploit opportunities as they appear, but still need to strengthen mechanisms for continuous monitoring.

**Table (5): Respondents' Orientations Toward the "Opportunity Focus" Dimension**

| Statement                                                                                | Mean        | SD          | Description |
|------------------------------------------------------------------------------------------|-------------|-------------|-------------|
| Our enterprise constantly monitors opportunities in the tourism market.                  | 2.84        | 1.192       | Neutral     |
| The enterprise is flexible enough to respond quickly to new opportunities in the market. | 3.79        | 1.031       | Agree       |
| We believe that seizing opportunities immediately ensures sustainable growth.            | 3.56        | 1.086       | Agree       |
| We quickly adjust our tourism services when a new opportunity arises.                    | 3.86        | 0.953       | Agree       |
| We direct our marketing efforts toward exploring and exploiting promising tourism ideas. | 3.79        | 0.959       | Agree       |
| <b>Overall Dimension: Opportunity Focus</b>                                              | <b>3.57</b> | <b>0.74</b> | Agree       |

**Source:** Based on SPSS outputs.

#### – Innovativeness

**Table (6)** shows respondents' orientations toward the *Innovativeness* dimension. The overall mean score was **3.29** with a standard deviation of **0.75**, reflecting a neutral-to-positive adoption of innovative practices in the surveyed enterprises.

The highest mean (3.82) was observed for the statement: *"We integrate unconventional ideas into the delivery of tourism services."* In contrast, the lowest mean (2.68) was associated with: *"We rely on new technologies to improve tourists' experiences (e.g., mobile applications or virtual tours)."* This highlights limited use of technological solutions. Another relatively low score (2.93) was noted for: *"Our enterprise seeks to design innovative operational solutions for serving tourists that differ from the usual practices,"* indicating hesitation in adopting innovative operational approaches.

Regarding variability, the statement: *"Our enterprise always encourages the development of existing methods for dealing with tourists"* recorded the highest standard deviation (1.214), reflecting substantial differences in respondents' perceptions of this practice.

Overall, the findings suggest that innovativeness exists in tourism enterprises, but is mainly concentrated in updating traditional services rather than in adopting modern technological solutions—an area that requires further support.

**Table (6): Respondents' Orientations Toward the "Innovativeness" Dimension**

| Statement                                                                                                              | Mean        | SD          | Description |
|------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|
| We rely on new initiatives to continuously update our tourism offerings.                                               | 3.79        | 0.995       | Agree       |
| We integrate unconventional ideas into the delivery of tourism services.                                               | 3.82        | 1.037       | Agree       |
| Our enterprise always encourages the development of existing methods for dealing with tourists.                        | 3.25        | 1.214       | Neutral     |
| Our enterprise seeks to design innovative operational solutions for serving tourists that differ from usual practices. | 2.93        | 1.208       | Neutral     |
| We rely on new technologies to improve tourists' experiences (e.g., mobile apps or virtual tours).                     | 2.68        | 1.152       | Neutral     |
| <b>Overall Dimension: Innovativeness</b>                                                                               | <b>3.29</b> | <b>0.76</b> | Neutral     |

**Source:** Based on SPSS outputs.

– **Risk-taking**

**Table (7)** shows respondents' orientations toward the *Risk-taking* dimension. Mean values ranged between **3.07** and **3.68**, reflecting a generally positive inclination toward accepting a certain level of risk within tourism enterprises, albeit with some caution in specific situations.

The highest mean (3.68) was associated with the statement: "*Our enterprise often adopts bold but well-considered decisions to improve our market position.*" This indicates a strong conviction among respondents that bold and calculated decisions are essential tools for strengthening competitiveness. Conversely, the lowest mean (3.07) was observed for the statement: "*Our enterprise invests in projects that may involve risk to achieve greater value.*" This item also displayed a relatively high standard deviation (1.252), pointing to notable differences in respondents' attitudes toward high-risk investments.

Overall, the results suggest that tourism enterprises are inclined to accept risk in a measured and innovation-oriented manner, while avoiding ventures perceived as excessively risky.

**Table (7): Respondents' Orientations Toward the "Risk-taking" Dimension**

| Statement                                                                                      | Mean        | SD          | Description |
|------------------------------------------------------------------------------------------------|-------------|-------------|-------------|
| Our enterprise invests in projects that may involve risk to achieve greater value.             | 3.07        | 1.252       | Neutral     |
| Our enterprise often adopts bold but well-considered decisions to improve our market position. | 3.68        | 1.038       | Agree       |
| The enterprise allocates resources for experimentation even if outcomes are uncertain.         | 3.65        | 0.935       | Agree       |
| We encourage innovation even if it requires going beyond traditional methods.                  | 3.47        | 1.037       | Agree       |
| We respond positively to experimental failure as a step toward improvement.                    | 3.25        | 1.123       | Neutral     |
| <b>Overall Dimension: Risk-taking</b>                                                          | <b>3.42</b> | <b>0.83</b> | Agree       |

**Source:** Based on SPSS outputs.

– **Value Creation**

Table 8 reveals respondents' attitude on the Value Creation dimension. A 3.08 total mean score and standard deviation of 0.97 translate to a generally neutral stance on the part of tourism businesses for what they are doing to provide value-added to clients.

The most highly rated was the statement "Our business aims to develop services for delivering greater value to visitors"—which scored an average of 3.68 (SD = 1.212). This reflects a universal recognition of increasing service value as a prime strategy for customer satisfaction and for differentiating a business from its competitors. It indicates a growing emphasis within the tourism sector on delivering a good customer experience.

Conversely, the lowest-scoring item was—"We work on developing offerings to help us differentiate from competitors"—which scored an average of 2.63. This implies that most businesses still find it tricky to develop unique offerings to make a difference in a crowded marketplace. The results reflect a significant improvement opportunity since innovation-based differentiation is what is needed to attain a sustainable tourist industry competitor advantage in a dynamic tourist environment.

Overall, while there is a growing recognition of a requirement to capture more value from visitors, there is a shortfall in execution—namely in service innovation and competitiveness differentiation. A successful closing of this shortfall will be essential to long-term growth and marketplace resilience for tourism enterprises.

**Table (8): Respondents' Orientations Toward the "Value Creation" Dimension**

| Statement                                                                                   | Mean        | SD          | Description |
|---------------------------------------------------------------------------------------------|-------------|-------------|-------------|
| Our enterprise seeks to provide services that deliver higher value to visitors.             | 3.68        | 1.212       | Agree       |
| Our enterprise designs tourism experiences that make visitors feel unique and meaningful.   | 2.72        | 1.278       | Neutral     |
| We establish partnerships with various local institutions across different sectors.         | 3.35        | 1.203       | Neutral     |
| We work on developing offerings that enable us to differentiate ourselves from competitors. | 2.63        | 1.159       | Neutral     |
| We ensure that the price reflects—or exceeds—the actual value offered to tourists.          | 3.00        | 1.254       | Neutral     |
| <b>Overall Dimension: Value Creation</b>                                                    | <b>3.08</b> | <b>0.97</b> | Neutral     |

**Source:** Based on SPSS outputs.

#### – Resource Leveraging

**Table (9)** illustrates respondents' orientations toward the *Resource Leveraging* dimension. The overall mean was **3.34** with a standard deviation of **1.13**, indicating a neutral-to-positive tendency toward leveraging resources effectively.

The highest mean (3.46) was reported for the statement: "*We establish cooperative relationships that enhance our operational capacity without significant additional costs.*" This demonstrates an awareness of the importance of partnerships in achieving operational efficiency. On the other hand, the lowest mean (3.05) was recorded for the statement: "*We obtain external support (governmental, community, partnerships) to improve performance,*" suggesting limited reliance on external support mechanisms.

These findings indicate that tourism enterprises prioritize direct cooperative partnerships over external support to strengthen performance and resource efficiency.

**Table (9): Respondents' Orientations Toward the "Resource Leveraging" Dimension**

| Statement | Mean | SD | Description |
|-----------|------|----|-------------|
|           |      |    | 294         |

|                                                                                                                    |             |             |         |
|--------------------------------------------------------------------------------------------------------------------|-------------|-------------|---------|
| We efficiently utilize the resources of our local partners (e.g., transport or hospitality).                       | 3.44        | 1.134       | Agree   |
| We establish cooperative relationships that enhance our operational capacity without significant additional costs. | 3.46        | 1.211       | Agree   |
| We invest in available resources to maximize benefit.                                                              | 3.37        | 1.159       | Neutral |
| We obtain external support (governmental, community, partnerships) to improve performance.                         | 3.05        | 1.202       | Neutral |
| We use non-traditional resources to achieve our goals at minimal cost.                                             | 3.26        | 1.172       | Neutral |
| <b>Overall Dimension: Resource Leveraging</b>                                                                      | <b>3.34</b> | <b>1.13</b> | Neutral |

**Source:** Based on SPSS outputs.

#### – Customer Intensity

**Table (10)** presents respondents' orientations toward the *Customer Intensity* dimension. The overall mean was **3.53** with a standard deviation of **0.82**, indicating a general tendency toward agreement. This suggests that tourism enterprises demonstrate a relative concern for customers in their practices.

The highest mean (3.76) was recorded for the statement: “*We regularly collect customer feedback and work on implementing recommendations.*” This reflects clear awareness of the importance of customer satisfaction and building long-term relationships. Conversely, the lowest mean (3.30) was observed for: “*We seek to understand the individual preferences of visitors and design services tailored to them.*” This points to persistent challenges in service personalization.

Overall, the results indicate that tourism enterprises focus more on feedback collection and long-term customer relationships, while individualized services remain relatively underdeveloped.

**Table (10): Respondents' Orientations Toward the “Customer Intensity” Dimension**

| Statement                                                                                       | Mean        | SD          | Description |
|-------------------------------------------------------------------------------------------------|-------------|-------------|-------------|
| We seek to understand the individual preferences of visitors and design services accordingly.   | 3.30        | 1.210       | Neutral     |
| We regularly collect customer feedback and work on implementing recommendations.                | 3.76        | 1.082       | Agree       |
| Our enterprise focuses efforts on building long-term relationships with customers.              | 3.72        | 0.881       | Agree       |
| We ensure a quick response to visitors' requests and inquiries.                                 | 3.54        | 1.019       | Agree       |
| We enhance customer satisfaction through personalized services and authentic local experiences. | 3.37        | 1.080       | Neutral     |
| <b>Overall Dimension: Customer Intensity</b>                                                    | <b>3.53</b> | <b>0.82</b> | Agree       |

**Source:** Based on SPSS outputs.

#### B. Respondents' Orientations Toward Tourism Enterprise Performance

**Table (11)** summarizes respondents' orientations toward the *Tourism Enterprise Performance* variable. The overall mean was **3.29** with a standard deviation of **0.74**, reflecting a neutral stance with a slight positive inclination.

The highest mean (4.14) was recorded for the statement: “*Our enterprise often manages to retain customers and easily attract loyal tourists.*” This underscores the strong emphasis placed on customer retention strategies and building loyal client bases. In contrast, the lowest mean (2.56) was observed for: “*The enterprise's revenues meet the objectives of management and decision-makers.*” This highlights challenges in achieving financial returns aligned with managerial expectations.

Taken together, the findings suggest that while tourism enterprises demonstrate strength in reputation and customer retention, their financial and revenue performance remains below the

desired level. This reflects the need for more effective strategies to enhance economic outcomes while maintaining strong reputations and customer relationships.

**Table (11): Respondents' Orientations Toward the "Tourism Enterprise Performance" Variable**

| Statement                                                                                                    | Mean        | SD          | Description |
|--------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|
| Our enterprise achieves noticeable growth in the number of tourists compared to the previous year.           | 3.81        | 1.156       | Agree       |
| Tourism revenues have increased significantly in recent periods.                                             | 2.77        | 1.296       | Neutral     |
| Utilization rates (e.g., hotels or rooms) have reached satisfactory levels.                                  | 3.46        | 1.151       | Agree       |
| Customer surveys reveal high satisfaction with the services provided.                                        | 2.72        | 1.146       | Neutral     |
| Our enterprise achieves high operational efficiency year after year (e.g., booking speed, support services). | 3.26        | 1.188       | Neutral     |
| The enterprise's revenues meet the objectives of management and decision-makers.                             | 2.56        | 1.102       | Disagree    |
| Our image and reputation in the tourism market have improved.                                                | 3.60        | 1.116       | Agree       |
| Our enterprise often manages to retain customers and easily attract loyal tourists.                          | 4.14        | 0.789       | Agree       |
| <b>Overall Variable: Tourism Enterprise Performance</b>                                                      | <b>3.29</b> | <b>0.74</b> | Neutral     |

Source: Based on SPSS outputs.

## 5. Discussion of Hypotheses

This discussion aims to interpret the results of the hypothesis testing in light of prior literature on the relationship between **entrepreneurial marketing (EM)** and the **performance of tourism enterprises**. Both simple and multiple linear regression analyses were applied to test the main hypothesis and the seven sub-hypotheses corresponding to EM dimensions. The results revealed that the relationship between entrepreneurial marketing as a composite variable and performance was statistically insignificant, while some individual dimensions showed significant positive effects. This highlights the importance of examining each dimension separately rather than relying solely on the overall concept.

### A. Main Hypothesis (H)

The main hypothesis proposed a significant effect of entrepreneurial marketing on the performance of tourism enterprises. However, it was rejected, as the statistical test showed no significance (**Sig = 0.924**). This suggests that entrepreneurial marketing, as a comprehensive construct, does not directly explain performance variations.

One possible explanation is that Algerian tourism enterprises do not adopt entrepreneurial marketing holistically; instead, they emphasize certain practical dimensions—particularly those related to resources and customer relationships—over others. This result contrasts with several studies, such as (Sharma & Goyal, 2020), which confirmed a positive effect of entrepreneurial marketing overall. However, it is consistent with (Hoti et al., 2024), who also found no significant overall effect.

### – Sub-Hypothesis 1 (H1: Proactiveness)

The hypothesis was rejected (**Sig = 0.763**), indicating that proactive practices, such as launching new services or anticipating competitors, do not clearly influence performance among the surveyed enterprises. This may be attributed to a weak culture of proactive innovation or a reliance on reactive strategies rather than forward-looking initiatives.

Previous studies suggest that proactiveness thrives in mature competitive environments, which may not be fully developed in the Algerian tourism sector. Consequently, this result diverges from findings such as those of (Ouragini & Lakhal, 2024), who emphasized the positive impact of proactiveness.

– **Sub-Hypothesis 2 (H2: Opportunity Focus)**

Although the regression coefficient was positive (**B = 0.067**), the hypothesis was rejected due to lack of statistical significance (**Sig = 0.775**). This implies that enterprises do not strategically capitalize on tourism opportunities, or their responses to opportunities fail to generate clear competitive advantages.

This may stem from limited organizational capabilities or the absence of a clear vision for transforming opportunities into profitable ventures. The finding aligns with (Hills et al., 2008), who argued that opportunities alone are insufficient unless combined with resources and innovative strategies.

– **Sub-Hypothesis 3 (H3: Innovativeness)**

This hypothesis was also rejected (**Sig = 0.314**). The results suggest that adopting new ideas or innovative solutions has not yet become a key factor in enhancing performance for Algerian tourism enterprises.

Possible explanations include financial and technological constraints, or the absence of an innovation-supportive organizational culture. This differs from international studies, such as (Martínez-Román et al., 2015), which demonstrated a direct link between innovation and improved tourism enterprise performance.

– **Sub-Hypothesis 4 (H4: Risk-taking)**

The hypothesis was rejected (**Sig = 0.894**), indicating that a willingness to take risks does not necessarily translate into better performance. This may be because risks are not systematically calculated or supported by well-developed plans, turning them into liabilities rather than assets.

Prior literature emphasizes that successful risk-taking depends on clear risk management strategies. The present findings are consistent with (Hurtado-Palomino et al., 2024), who similarly reported no significant effect of risk-taking. However, they contrast with studies in more developed contexts (Shah Mohammadi, 2021), where risk-taking often enhances profitability and performance.

– **Sub-Hypothesis 5 (H5: Value Creation)**

The hypothesis was accepted, as the results confirmed a significant positive effect (**Sig = 0.010**). This indicates that enterprises providing added value or distinctive tourism experiences achieve better performance.

Value creation is the essence of entrepreneurial marketing, as it links customer expectations with competitive advantage. This finding aligns with Kraus et al. (2010), who stressed that delivering unique customer value is a primary driver of growth in service sectors, especially tourism.

– **Sub-Hypothesis 6 (H6: Resource Leveraging)**

This hypothesis was strongly supported (**Sig = 0.004; B = 0.537**). The result demonstrates that effectively leveraging available resources—whether through local partnerships or unconventional assets—is one of the most critical factors for improving performance.

Enterprises that use resources efficiently can overcome constraints and achieve tangible results. This corroborates Sadiku-Dushi et al. (2019), who emphasized resource leveraging as a defining feature of successful entrepreneurial ventures, particularly in resource-constrained environments.

– **Sub-Hypothesis 7 (H7: Customer Intensity)**

The results support the hypothesis, with a **significance value of 0.029**, indicating a **statistically significant positive relationship** between **customer intensity** and the **performance of tourism enterprises**. This finding suggests that businesses which prioritize strong customer engagement—

through proactive relationship-building and consistent feedback mechanisms—are more likely to achieve superior performance outcomes.

Customer intensity reflects a strategic orientation that places the visitor at the heart of marketing efforts. This approach fosters increased customer satisfaction, deeper brand loyalty, and a more sustainable competitive advantage. The findings are aligned with those of (Shuremo et al., 2021), who emphasized that entrepreneurial firms excel in understanding customer needs and delivering personalized, high-value experiences.

#### **V.CONCLUSION:**

This study set out to examine the influence of **entrepreneurial marketing** on the performance of tourism enterprises in Algeria, with a specific focus on seven key dimensions: **proactiveness, opportunity orientation, innovativeness, risk-taking, resource leveraging, customer intensity, and value creation**. Framed by the understanding that entrepreneurial marketing acts as a strategic lever for enhancing competitiveness, the research sought to determine how these dimensions contribute to business performance in the tourism sector.

The results underscore the significance of adopting an entrepreneurial marketing mindset, particularly in dynamic and resource-constrained environments like the Algerian tourism industry. Dimensions such as **customer intensity, value creation, and innovation** emerged as especially impactful, offering actionable insights for practitioners aiming to improve service delivery, strengthen market presence, and foster long-term growth.

These findings not only contribute to the academic literature on entrepreneurial marketing in emerging markets but also provide a practical framework for tourism enterprises seeking to navigate competitive pressures and evolving customer expectations.

The theoretical framework addressed the concept of entrepreneurial marketing, its dimensions, characteristics, and importance in supporting enterprises, in addition to reviewing prior studies related to the subject. The empirical part adopted a quantitative approach, using a questionnaire administered to a sample of employees in tourism enterprises. Data were analyzed with SPSS, employing appropriate statistical methods to test the hypotheses. Thus, the study combined both theoretical and practical perspectives in order to develop a scientific and operational understanding of the relationship between entrepreneurial marketing and the performance of tourism enterprises.

#### **Key Findings**

- No significant effect of entrepreneurial marketing as an overall construct on the performance of tourism enterprises.
- Proactiveness showed no impact on performance, reflecting a weak culture of initiative.
- Innovativeness made only a limited contribution to performance improvement, revealing restricted application of innovation.
- Risk-taking did not positively affect performance, indicating the absence of strategic risk management.
- Value creation had a significant positive effect on tourism performance.
- Resource leveraging exhibited the strongest impact on performance among all dimensions.
- Customer intensity clearly enhanced performance through improved satisfaction and loyalty of tourists.

#### **Recommendations**

Based on these findings, the following recommendations are proposed:

- Pursue integration across entrepreneurial marketing dimensions rather than focusing on isolated aspects.
- Promote a culture of proactiveness by encouraging enterprises to launch new initiatives.
- Support innovation by investing in modern technologies and smart services.
- Develop effective mechanisms for the strategic management of tourism-related risks.
- Emphasize the provision of added value that reflects unique and authentic tourism experiences.
- Leverage non-traditional resources through local and regional partnerships.
- Strengthen customer orientation by using tools to measure tourist satisfaction and enhance the overall tourism experience.

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