

Entrepreneurial Marketing and Quality Performance of Small-Scale Business in Ikeja, Lagos State, Nigeria

Margaret Moronke Dosunmu^{*, a,1}, Abolaji Olugbenga Bukki^{b,2}

^{a,b} Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria

¹ dosunmu.margaret@oouagoiwoye.edu.ng*, ² bukki.abolaji@oouagoiwoye.edu.ng

Abstract

SMEs are socially and economically important as they are a source of employment and contribute to the national development of any nation or country. This study investigated SMEs' entrepreneurial marketing and quality performance in Ikeja, Lagos State. The work sought to determine the nature of entrepreneurial marketing among SME owners, examine the level of SMEs' quality performance, and investigate the relationship among proactiveness, innovativeness, risk-taking and SMEs performance. The study employed a descriptive research design, and two hundred and fifty-six (256) SME owners were selected from different areas in Ikeja using a simple random sampling technique. Primary data were collected through two standardized scales, and the statistical tools of frequency count, percentages, mean, standard deviation, regression and ANOVA were used to analyze the data. The result showed that SME owners had very high entrepreneurial marketing skills in Ikeja, Lagos State. The quality performance among the SMEs included a system approach to management, continual improvement, a factual approach to decision-making, and mutually beneficial customer relationships, which were the different levels of quality performance among SMEs in Ikeja, Lagos State. There was also a significant relationship between quality performance, proactiveness, innovativeness and risk-taking. However, proactiveness had a substantial relationship with innovativeness and risk-taking. Meanwhile, risk-taking had an important relationship with innovativeness, and there was a significant composite influence of proactiveness, innovativeness and risk-taking on the quality performance of the SMEs. The study recommended that SME owners improve their innovativeness to increase their sustainability and profitability.

Keywords: Entrepreneurial marketing, Quality performance, Small and Medium Enterprises

I. INTRODUCTION

Small and Medium Enterprises are the major factors to reckon with for a nation's economic development and growth. These sectors are noted for employment, wealth creation and economic advancement. With Nigeria's current unemployment trend, financial hardship, and insecurity, many SMEs face challenges that affect their performance quality. It has been noted that new businesses in Nigeria hardly survive the first 5 (five) years before they go into extinction. Ogunode et al. [1] affirmed that below 61.5% of the small businesses could survive beyond the first 3 (three) years, and those above 5 (five) years are 42%.

The dwindling performance of SMEs has been attributed to various factors, among which are the characteristics of the firm, the characteristics of the entrepreneur, entrepreneurial factors, managerial competencies, environmental and technological factors, management and marketing strategies, the satisfaction of the customers, government policies, sociocultural factors and lack of finance [2].

Morris et al. [3] viewed entrepreneurial marketing as opportunity-driven, proactive, innovation-focused, customer-intense, risk-taking, resource leveraging and value-creating. Entrepreneurial marketing is a strategy used by an entrepreneur for planning, researching, brand awareness, communicating promotional messages, and managing customer relationships [4]. The entrepreneurial marketing indices are:

- a. Risk-taking in entrepreneurship is the ability and willingness of the entrepreneur to make decisions and take uncertain actions that could lead to potential loss or failure. Entrepreneurs are bound to be involved in risk-taking to achieve specific aims and objectives.
- b. According to Entrialgo et al. [5], proactiveness is the efforts to initiate, anticipate and foresee opportunities in emerging markets. It involves being the first to market a new product or service. An entrepreneur with a proactive mindset is an action and idea initiator who puts other competitors on their toes in product and service delivery [6].
- c. Innovative entrepreneurship creates new ideas for businesses to generate profits, provide community assistance, and accomplish the company's goals. A creative idea is generated to meet the organization's needs, leading to a competitive advantage. Bouncken et al. [7], Covin et al. [8] asserted that creativity and innovation show a business' willingness to accept new ideas, leading to experimentation in developing internal solutions to problems.
- d. Customer Orientation puts the needs of the customers first over any other needs. An entrepreneur understands that the business will not boom unless more emphasis is placed on customers' focus, thereby aligning the business goals with the customer's objectives.
- e. Resource Leveraging – Morris et al. [3] asserted that this is getting the best from the scarce and limited resources of the firm. Resource leveraging is the process by which the outcomes from initial investment in human resources, materials and events to achieve a targeted goal result in additional investment. It strategically uses available assets, such as workers, finances, technology and materials, to achieve specified goals and objectives.
- f. A market-driven strategy ensures that the entrepreneur understands the market and its customers. A market-driven entrepreneur sources information about the customers, the potential competitors and the market share, the analysis of which will lead to a better business perspective.

Quality performance is the correlation between a project and the quality standards. It also involves the criterion used to establish the project. It is the level at which an individual, division, team or business performs and the extent to which they are productive. Quality is the ability of goods and services to satisfy human needs. It also includes service efficiency and the overall outcome of performance. Quality is measured by the product's physical appearance, durability, sustainability, reliability, and after-sales services. Quality performance is the total performance of all the arms of the department against a specified standard. Quality can be used to assess and analyze the processes of goods and services to measure the performance of any business.

II. LITERATURE REVIEW

Marketing strategy gives an entrepreneur a competitive advantage over others. To sustain that advantage over time, the entrepreneur must be strategic in dealing with the customers through entrepreneurial marketing. Varadarajan [9] affirmed that strategic marketing also depends on the degree to which the marketing function spans all business areas, including implementing processes and marketing activities that ensure the realization of short and long-term objectives while

operating and aligning their core competencies with obtainable resources. Firms that practice EM are viewed as entrepreneurial firms irrespective of whether they are large or small [10].

The mindset of an entrepreneur is influenced by the attributes and values driven by a positive attitude toward risk and innovation that allows for more flexibility as they explore and exploit attractive opportunities. The innovative idea is manifested by sensing the customers' needs, and the entrepreneur comes up with a new idea and the market to which he will sell the product [11].

Stokes [11] viewed EM as the marketing carried out by entrepreneurs or owner-managers of entrepreneurial ventures using tactics to attract new businesses that are quite different from traditional marketing. EM entrepreneurs are innovation-oriented (driven by ideas and intuition) rather than customer-oriented (driven by assessment) of market needs and tend to use informal networking rather than formalized research and intelligence systems. Jaworski et al. [12] highlighted two (2) approaches to entrepreneurial marketing: market-driving and being market-driven. Market-driven behavior and market-driven behavior are complementary. Businesses need to do both to be successful. Driving markets means influencing the market's structure and players' behavior to enhance the business's competitive position.

Entrepreneurial marketing is a set of unconventional practices that can help start-ups and younger firms emerge and have an edge in competitive markets. The main difference between this and the traditional approaches is that entrepreneurial marketing focuses on satisfying the customers and building trust by providing innovative products and services that disrupt or appeal to a specific market. EM emphasizes flexibility and innovation to stake a claim within competitive markets.

EM is a scientific concept that observes an entrepreneur's ability to identify business problems and exploit potential opportunities [13]. Morris et al. [3] opined that EM is an opportunity-driven and opportunity-seeking way of thinking and acting. It is a marketing strategy linked to entrepreneurial, creative thinking and utilizing an opportunity through innovative marketing activities. It is also an opportunity for creating a value proposition for customers and stakeholders. Morris et al. [10] asserted that EM is the process of regularly assessing the environment to find or establish new opportunities and exploiting the occasion effectively to renew competitive advantage. Any organization that uses EM is pre-emptive and creative in taking the lead to attract customers, thereby focusing on attracting new market areas and providing services that are relevant to customers' needs.

SME contributes significantly to the economy of most emerging nations. SMEs are factors to reckon with in the economic development of a country. Despite their contribution to the Gross Domestic Product (GDP), SMEs face some challenges that adversely affect their profitability, sustainability, growth, and development performance. One of Germaine's contributing factors to these challenges is the inability of SME owners to think toward innovativeness and entrepreneurial marketing. Entrepreneurial marketing determines the success and otherwise of the SMEs. Based on the previous, the study tends to assess the influence of entrepreneurial marketing on SME performance in Nigeria with particular reference to Ikeja using proactiveness, innovativeness and risk-taking as measures of entrepreneurial marketing.

Thus, this study has four research questions to guide the analysis.

- a. What is the nature of entrepreneurial marketing among SMEs in Ikeja, Lagos State?
- b. What is the level of SME quality performance in Ikeja, Lagos State?
- c. What is the relationship between proactiveness, innovativeness, risk-taking and the quality performance of SMEs in Ikeja, Lagos State?
- d. What is the composite influence of proactiveness, innovativeness, and risk-taking on SMEs' quality performance in Ikeja, Lagos State?

III. METHOD

For this research work, the descriptive research design method is adopted to establish the influence of entrepreneurial marketing on the quality performance of SMEs. The population for the study is thousand two hundred fifty-six (1,256) registered SMEs in Ikeja Local Government, Lagos State, which comprises cloth sellers, shoe sellers, stationeries sellers, computer and printer sellers etc., in four business districts of Oba Akran, Oregun, Allen, Kudirat Abiola way and Awolowo way. According to the Supervisor for Business and SMEs in the Ikeja Local government, there are thousand two hundred and fifty-six registered SMEs in the four business districts in Ikeja. The sample size for this study was two hundred and fifty-six SME owners. We selected 20% of the total SMEs in Oba Akran, Kudirat Abiola Way and Awolowo Way and 10% of SMEs at Oregun. This sample was selected using a random sampling technique.

Data was collected through the use of two standardized instruments titled ‘Entrepreneurial Marketing scale (EMS), designed by Eggers et al. [14] and the SMEs Quality Performance Scale (SQPS) designed by Lewis et al. [15]. The EMS was designed to measure entrepreneurial marketing among Australian firms, comprising 29 items of six sub-scales: risk, proactiveness, innovativeness, customer orientation, resource leveraging and market driving. Some examples in the scale are: ‘*We continuously try to discover additional needs of our customers of which they are unaware*’; ‘*We consistently look for new business opportunities*’; *our marketing efforts try to lead customers rather than respond to them.*’ This study used a five-point scale of strongly agreed (S), agreed (A), undecided (UN), disagree (D) and strongly disagree (SD). The scale’s reliability was determined using confirmatory factor analysis using split-half reliability. The total scale has a reliability index of 0.721, while the sub-scale reliability index is 0.782 for risk, 0.818 for proactiveness, 0.703 for innovativeness, 0.733 for customer orientation, 0.743 for resource leveraging and 0.702 for market driving. The EMS was initially designed for organizations in Australia. To ensure its suitability and applicability in Nigeria, the EMS was pilot-studied on 20 SME owners in Ago-Iwoye, Ogun State, who are not part of the population. The reliability was determined using Cronbach Alpha.

The quality performance of the SMES was measured using the SME Quality Performance Scale (SQPS) adopted from Lewis et al. [15]. The SQPS is a 20-item scale that measures the quality performance of SMEs. It comprises eight sub-scales: customer focus, involvement of people, leadership, system approach to management, process approach, continual improvement, mutual benefits, and factual approach to decision-making. The responses to the statements in the questionnaire are on four-point scales, which range from ‘strongly agree,’ ‘agree,’ ‘disagree,’ to ‘strongly disagree.’ Examples of items in the scale are: ‘Does your business identify customers’ needs?’ ‘Does your business identify other interested parties’ needs and expectations that can result in setting objectives?’ ‘Does your company ensure that statutory and regulatory policies are considered?’ The reliability of the SQPs was determined using the test-retest method. The whole scale has a Cronbach alpha of 0.843, while the reliability index of the eight sub-scales ranges from 0.732 to 0.871. To ensure the instrument’s reliability in Nigeria, the SQPS was subjected to a pilot survey comprising 20 business owners in Ago-Iwoye who are not part of the study.

IV. RESULTS AND DISCUSSIONS

Research Question 1: What is the nature of entrepreneurial marketing among SMEs in Ikeja, Lagos State?

TABLE I. NATURE OF ENTREPRENEURIAL MARKETING AMONG SMES IN IKEJA, LAGOS STATE

ITEMS	SA	A	D	SD		
Risk						
I value new strategies plans ever if I am not certain they will always work	32 12.8%	198 79.2%	6 2.4%	14 5.6%	3.15	1.04
To make an effective change to my offering, I am willing to accept at least a moderate level of risk of significant losses	145 58.0%	83 33.2%	10 4.0%	12 4.8%	3.06	1.06
I encourage my workers to take risks with new ideas	87 34.7%	127 50.8%	30 12.0%	6 2.5%	3.12	1.07
I engage in risky investment to stimulate future growth	189 75.6%	37 14.8%	8 3.2%	16 6.4%	3.67	1.29
Proactiveness						
I continuously try to discover additional needs of my customers of which they are aware	102 40.8%	98 39.2%	16 6.4%	34 13.6%	3.17	1.05
I continuously look for new business opportunities	87 34.7%	127 50.8%	30 12.0%	6 2.5%	3.18	1.02
My marketing efforts try to lead customers rather than respond to them	189 75.6%	37 14.8%	8 3.2%	16 6.4%	3.60	1.07
I include solutions to meet unarticulated customer needs in my products/services	109 43.6%	119 47.6%	8 3.2%	14 5.6%	3.11	1.16
I work to find new business or markets to target	102 40.8%	98 39.2%	16 6.4%	34 13.6%	3.17	1.05
Innovativeness						
I value creative solutions more than rely on conventional wisdom when it comes to problem-solving.	87 34.7%	127 50.8%	30 12.0%	6 2.5%	3.18	1.02
I value new products	189 75.6%	37 14.8%	8 3.2%	16 6.4%	3.60	1.07
I consider myself to be an innovative person	109 43.6%	119 47.6%	8 3.2%	14 5.6%	3.11	1.16
My business is often the first to market with new products and services	145 58.0%	83 33.2%	10 4.0%	12 4.8%	3.06	1.06
Competitors in the market recognize us as leaders in innovation	109 43.6%	119 47.6%	8 3.2%	14 5.6%	3.11	1.16
Customer Orientation						
I constantly monitor my level of commitment and orientation to serving customers' needs	102 40.8%	98 39.2%	16 6.4%	34 13.6%	3.17	1.05
I freely communicate information about our successful and unsuccessful customer experience across all business functions	87 34.7%	127 50.8%	30 12.0%	6 2.5%	3.18	1.02
My strategy for competitive advantage is based on my understanding of customer needs	189 75.6%	37 14.8%	8 3.2%	16 6.4%	3.60	1.07
I measure customer satisfaction systematically and frequently	109 43.6%	119 47.6%	8 3.2%	14 5.6%	3.11	1.16
I am more customer-focused than my competitors	198 79.2%	32 12.8%	14 5.6%	6 2.4%	3.15	1.04
I believe this business exists primarily to serve customers	189 75.6%	37 14.8%	8 3.2%	16 6.4%	3.60	1.07
Data on customers' satisfaction is disseminated at all 189 in this business unit regularly	17 75.6%	8 14.8%	16 3.2%	3.60 6.4%	1.07	

Resource Leveraging						
In my business, I use a connection of friends and business partners to get cost-effective access to information, and advice	119	109	14	8	3.11	1.16
	47.8%	43.7%	5.4%	3.1%		
In my business, I explore options to operate in cost efficient ways	32	198	6	14	3.15	1.04
	12.8%	79.2%	2.4%	5.6%		
In my business, I use equipment, machinery and facilities as long as they serve their purpose, although I could afford the more modern replacement	145	83	10	12	3.06	1.06
	58.0%	33.2%	4.0%	4.8%		
In my business, we purchase equipment and machinery since leasing on case-by-case is not an option	87	127	30	6	3.12	1.07
	34.7%	50.8%	12.0%	2.5%		
My employees do not expect immediate rewards whenever they increase their commitment	189	37	8	16	3.67	1.29
	75.6%	14.8%	3.2%	6.4%		
Market Driven						
I always try to develop new products, which should challenge my customers to rethink their purchasing behavior	98	102	34	16	3.20	1.05
	39.2%	40.8%	13.6%	6.4%		
I consistently pick up ideas from other industries to surprise my customers and competitors	102	98	16	34	3.17	1.05
	40.8%	39.2%	6.4%	13.6%		
I consistently develop new, spectacular marketing concepts which our competitors imitate	98	102	34	16	3.20	1.05
	39.2%	40.8%	13.6%	6.4%		

Research Question 2: What is SMEs’ quality Performance level in Ikeja, Lagos State?

TABLE II. LEVELS OF QUALITY PERFORMANCE OF SMEs IN IKEJA, LAGOS STATE

Items	SA	A	D	SD		
System Approach to Management						
My business identifies customers’ needs and expectations continually	119	109	14	8	3.11	1.16
	47.8%	43.7%	5.4%	3.1%		
My business identifies customers’ needs and expectations which can result in setting objectives	32	198	6	14	3.15	1.04
	12.8%	79.2%	2.4%	5.6%		
My business considers statutory and regulatory policies	145	83	10	12	3.06	1.06
	58.0%	33.2%	4.0%	4.8%		
I consider environmental issues relating to infrastructure	87	127	30	6	3.12	1.07
	34.7%	50.8%	12.0%	2.5%		
This business defines other interested parties related to processes to ensure consideration of interested party needs and expectations	189	37	8	16	3.67	1.29
	75.6%	14.8%	3.2%	6.4%		
Continual Improvement						
I demonstrate leadership, commitment and involvement in my business endeavor	98	102	34	16	3.20	1.05
	39.2%	40.8%	13.6%	6.4%		
The quality policy of my business ensures that the expectations and needs of customers are understood	102	98	16	34	3.17	1.05
	40.8%	39.2%	6.4%	13.6%		
The quality of our product/service has led to visible and expected improvements in our business operations	87	127	30	6	3.18	1.02
	34.7%	50.8%	12.0%	2.5%		
The quality policy in my business considers the organization’s vision of the future	189	37	8	16	3.60	1.07
	75.6%	14.8%	3.2%	6.4%		
The objectives of this business have translated quality policy into measurable goals	109	8	14	3.11	1.16	
	43.6%	47.6%	3.2%	5.6%		

Factual Approach to Decision-Making						
This business identifies people’s need for recognition, Competence, work satisfaction and personal development	89 35.6%	139 55.6%	12 4.8%	8 3.2%	3.31	1.10
This business ensures that responsibilities are established and communicated to people for effectiveness, and efficiency	102 40.8%	98 39.2%	16 6.4%	34 13.6%	3.17	1.05
I ensure that the competence of people is adequate for current and future needs	83 33.2%	145 58.0%	12 4.8%	10 4.0%	3.12	1.09
This business ensures that the work environment promotes motivation, satisfaction, development and performance of workers	127 50.8%	87 34.7%	6 2.5%	30 12.0%	3.12	1.07
This business ensures awareness of workers about the link between quality product and costs	189 75.6%	37 14.8%	8 3.2%	16 6.4%	3.67	1.29
Mutual Beneficial Customer Relationship						
This business uses approaches to achieve effective and efficient control of process resulting in improvement in performance.	102 40.8%	98 39.2%	16 6.4%	34 13.6%	3.17	1.05
The application of the process approach has ensured effective and efficient operation of the realization and support processes and associated process service	87 34.7%	127 50.8%	30 12.0%	6 2.5%	3.18	1.02
This business has been able to define customer-related processes to ensure consideration of customer needs	189 75.6%	37 14.8%	8 3.2%	16 6.4%	3.60	1.07
This business considers activities such as design, review, verification, validation and configuration management in purchase production process	109 43.6%	119 47.6%	8 3.2%	14 5.6%	3.11	1.16
This business ensures the conformity of purchased products from specification through acceptance	198 79.2%	32 12.8%	14 5.6%	6 2.4%	3.15	1.04

The result in Table I showed that all the items used had mean values above the 2.5 benchmark. Hence, this study found very high entrepreneurial marketing among SMEs in Ikeja, Lagos State, Nigeria. Table II showed that all four elements used to measure quality performance had a mean value above the 2.5 cut-off mean. Hence, continual improvement, a system approach to management, a factual approach to decision-making, and mutually beneficial customer relationships were the different quality performance levels among SMEs in Ikeja Lagos State.

Research Question 3: What is the relationship between proactiveness, innovativeness, risk-taking and the quality performance of SMEs in Ikeja, Lagos State?

TABLE III. CORRELATION MATRIX OF THE RELATIONSHIP BETWEEN PROACTIVENESS, INNOVATIVENESS, RISK-TAKING AND QUALITY PERFORMANCE OF SMEs IN IKEJA, LAGOS STATE

Variables	Quality Performance	Proactiveness	Innovativeness	Risk-taking
Quality Performance	1.000			
Proactiveness	0.027	1.000		
Innovativeness	0.012	0.005	1.000	
Risk-taking	0.015	0.007	0.045	0.005

*Correlation is significant at the 0.05 level (2-tailed)

The result in Table III showed that there was a significant relationship between quality performance and proactiveness ($r = .012$; $p < .05$) and risk-taking ($r = .015$; $p < .05$). However, proactiveness had significant relationship with innovativeness ($r = .005$; $p < .05$) and risk-taking

($r = .072$; $p < .05$). Meanwhile, risk-taking had considerable relationship with innovativeness ($r = .045$; $p, 0.05$).

Research Question 4: What is the composite influence of proactiveness, innovativeness and risk-taking on the quality performance of SMEs in Ikeja, Lagos State?

TABLE IV. COMPOSITE INFLUENCE OF PROACTIVENESS, INNOVATIVENESS AND RISK-TAKING ON SMEs' QUALITY PERFORMANCE IN IKEJA, LAGOS STATE

Model Summary	ANOVA Model	Sum of Squares	DF	Mean Squares	F	Risk-taking
R = .064	Regression	3.981	3	1.327		
R ² = .004	Residual	486.613	245	1.968	0.674	0.001 ^B
Adj. R ² = 003	Total	490.594	248			
Std Error = 1.8132						

Source: Field Survey, 2023

Table IV shows the result of the regression analysis of the composite influence of proactiveness, innovativeness and risk-taking on SME quality performance in Ikeja, Lagos State. The result shows a significant combined outcome ($F_{(1,248)} = 1.225$, $p > 0.05$). This implies that proactiveness, innovativeness, and risk-taking are predictor variables that significantly contribute to SMEs' quality performance. The result showed a multiple correlation coefficient of .064 and an R² value of .003. The predictor variable accounted for less than 1% of SMEs' quality performance variance. Hence, there was a significant composite influence of proactiveness, innovativeness and risk-taking on the quality performance of SMEs in Ikeja, Lagos State.

A. Discussion of Findings

The study intends to appraise the influence of entrepreneurial marketing on SMEs' quality performance in Ikeja, Lagos State. This study was guided by four research questions analyzed using mean, standard deviation, pooled mean, multiple regression and ANOVA. The result of the first research question showed that entrepreneurial marketing among SME owners in Ikeja, Lagos State, was very high. The result agrees with the works of Kraus et al. [16], who opined that entrepreneurial marketing is a tool that can be used by organizations and businesses of different sizes, ages and industry affiliations to achieve their goals and objectives.

The second research question showed that a factual approach to decision-making, continual improvement, a system approach to management, and mutually beneficial customer relationships were the different quality performance levels among SMEs in Ikeja, Lagos State. It was discovered that Ikeja is the central business hub of Lagos State, and competition is keen as various business owners tend to satisfy their customers for further patronage. Satisfaction needs a mutually beneficial relationship between the business owners and their customers. Also, the system approach to management must not be too rigid. There should be room for flexibility and improvement to achieve quality performance, which will stand the test of time. Eggers and McCabe [17] asserted that the innovative stage must involve the customer's participation through a pivoting stage where the business idea and model are tested with potential users.

The analysis of the third research question revealed a significant relationship between quality performance and proactiveness, innovativeness and risk-taking. However, proactiveness had a substantial relationship with innovativeness and risk-taking, though risk-taking had an important

relationship with innovativeness. The concept of innovativeness contains some elements of risk-taking, as what is to be introduced into the market may or may not be accepted by the customer, which is a risk factor. Innovativeness and risk-taking may be linked as competitors hijack a new idea, concept, or service, nullifying the whole idea.

The analysis of the fourth research question showed a significant composite influence of proactiveness, innovativeness and risk-taking on the quality performance of SMEs in Ikeja, Lagos State. Eggers et al. [18] asserted that entrepreneurial marketing campaigns can only be properly executed if the firm is market-oriented, entrepreneurial and has the appropriate organizational culture and hierarchies.

V. CONCLUSIONS

The study investigated the relationship between entrepreneurial marketing and quality performance in Ikeja, Lagos State. Based on the analysis of the first research question, it was concluded that entrepreneurial marketing among SMEs in Ikeja, Lagos State was very high. It implied that SMEs in Ikeja exhibited a high level of entrepreneurial marketing. The second research question concluded that the system approach to management, continual improvement, factual approach to decision-making, and mutually beneficial customer relationships were the different quality performance levels among SMEs in Ikeja, Lagos State. The third analysis of the third research question revealed a significant relationship between quality performance and proactiveness, innovativeness and risk-taking. However, risk-taking had a substantial relationship with innovativeness. Based on the analysis of the fourth research question, it was concluded that there was a significant composite influence of proactiveness, innovativeness and risk-taking on the quality performance of SMEs in Ikeja, Lagos State.

The following recommendations were made based on the findings and conclusions of the research work:

1. SME owners need to improve their innovativeness in their business operations to increase their sustainability and profitability. It can be achieved through innovative approaches, using innovation as a competitive advantage over rivals, and creating an atmosphere that encourages creativity and innovativeness.
2. SME owners must ensure that they are proactive rather than reactive. It will help them to boost their level of sustainability. It can be done by developing the capacity to identify opportunities for their business operations, sourcing a better way of doing business, possessing the ability to turn problems into opportunities and embarking on action-oriented goals rather than reaction-oriented ones.
3. Management of SMEs should be calculative in taking risks by taking opportunities to pursue risks, avoid unnecessary risks, and put risk management strategies in place.
4. SME owners Need training and development on creating valuable products/services.
5. SMEs should be trained in using social media for their products' viral market.

REFERENCE

- [1] P. O. Ogunode, S. N. Abereola, and A. O. Oloyede, "Entrepreneurship marketing and performance of SMEs in Nigeria," *International Journal of Small Business and Entrepreneurship Research*, vol. 8, no. 1, pp. 39–52, 2020.
- [2] L. Effiom and S. E. Edet, "Remittances, Capital and Poverty: Empirical Evidence from Ecowas Countries," *West African Financial and Economic Review*, vol. 19, no. 1, pp. 1–35, 2019.

- [3] M. H. Morris, M. Schindehutte, and R. W. LaForge, "Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives," *Journal of marketing theory and practice*, vol. 10, no. 4, pp. 1–19, 2002.
- [4] G. Linton, "Innovativeness, risk-taking, and proactiveness in startups: a case study and conceptual development," *Journal of Global Entrepreneurship Research*, vol. 9, no. 1, p. 20, 2019.
- [5] M. Entrialgo, E. Fernandez, and C. J. Vazquez, "Linking entrepreneurship and strategic management: evidence from Spanish SMEs," *Technovation*, vol. 20, no. 8, pp. 427–436, 2000.
- [6] G. T. Lumpkin and G. G. Dess, "Clarifying the entrepreneurial orientation construct and linking it to performance," *Academy of management Review*, vol. 21, no. 1, pp. 135–172, 1996.
- [7] R. B. Bouncken, R. Pesch, and S. Kraus, "SME innovativeness in buyer–seller alliances: effects of entry timing strategies and inter-organizational learning," *Review of Managerial Science*, vol. 9, no. 2, pp. 361–384, 2015.
- [8] J. G. Covin, F. Eggert, S. Kraus, C.-F. Cheng, and M.-L. Chang, "Marketing-related resources and radical innovativeness in family and non-family firms: A configurational approach," *J Bus Res*, vol. 69, no. 12, pp. 5620–5627, 2016.
- [9] R. Varadarajan, "Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises," *J Acad Mark Sci*, vol. 38, no. 2, pp. 119–140, 2010.
- [10] S. C. Morrish, M. P. Miles, and J. H. Deacon, "Entrepreneurial marketing: acknowledging the entrepreneur and customer-centric interrelationship," *Journal of strategic marketing*, vol. 18, no. 4, pp. 303–316, 2010.
- [11] D. Stokes, "Putting entrepreneurship into marketing: the processes of entrepreneurial marketing," *Journal of research in marketing and entrepreneurship*, vol. 2, no. 1, pp. 1–16, 2000.
- [12] B. Jaworski, A. K. Kohli, and A. Sahay, "Market-driven versus driving markets," *J Acad Mark Sci*, vol. 28, no. 1, pp. 45–54, 2000.
- [13] E. Hadiyati, "Kajian pendekatan pemasaran kewirausahaan dan kinerja penjualan usaha kecil," *Jurnal Manajemen dan kewirausahaan*, vol. 11, no. 2, pp. 183–192, 2009.
- [14] F. Eggert, T. Niemand, S. Kraus, and M. Breier, "Developing a scale for entrepreneurial marketing: Revealing its inner frame and prediction of performance," *J Bus Res*, vol. 113, no. May, pp. 72–82, 2020.
- [15] W. G. Lewis, K. Fai Pun, and T. R. M. Lalla, "Empirical investigation of the hard and soft criteria of TQM in ISO 9001 certified small and medium-sized enterprises," *International Journal of Quality & Reliability Management*, vol. 23, no. 8, pp. 964–985, 2006.
- [16] S. Kraus, R. Harms, and M. Fink, "Entrepreneurial marketing: moving beyond marketing in new ventures," *Int J Entrep Innov Manag*, vol. 11, no. 1, pp. 19–34, 2010.
- [17] F. Eggert and D. B. McCabe, "Trial-and-error marketing: The role of the customer in tech start-ups," *International Journal of Technology Marketing*, vol. 11, no. 2, pp. 149–164, 2016.
- [18] F. Eggert, S. Kraus, M. Hughes, S. Laraway, and S. Snyderski, "Implications of customer and entrepreneurial orientations for SME growth," *Management decision*, vol. 51, no. 3, pp. 524–546, 2013.