

# The Influence of Entrepreneurial Supply Chain on Marketing: An Exploratory Case Study of General Company for Batteries Manufacturing

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**Abstract-**The current research examines the relationship of the Entrepreneurial supply chain dimensions (proactive approach, innovation, risk management and customer focus) with the supply chain strategies (undifferentiated marketing strategy, concentrated marketing strategy and differentiated marketing strategy). The focus of this investigation is to explore the role of adoption of entrepreneurial supply chains in the identification and selection of the appropriate strategy for the target market in the context of general company for batteries manufacturing. The essence of entrepreneurial supply chains is its ability to facilitate alignment of all participants in the chain, eliminating moral hazard and opportunism risks. The importance of the research is derived from the significance of the matter. A company's success or failure depends on the appropriate target market strategy. The questionnaire techniques was used as a data collection tool designed on the basis theoretical conceptualization of the model. The research found a significant role of Entrepreneurial supply chain and its underlying dimensions on the selection of target market strategies. Furthermore, the relationship of the Entrepreneurial supply chain differentiated market strategy has found stronger among all. Hence company's management should adopt differentiated marketing strategy as the most appropriate in achieving its objectives.

**Keywords-** *Entrepreneurial marketing, Targeted market Strategies, Supply chain strategy, Focus Strategy, Non-differential Strategy, Differential Strategy.*

## 1. Introduction

Traditional supply chains have a dominant champion controlling most of the strategic decisions associated with performance. Entrepreneurial supply chains are inter-firm relationships characterized by a mutual recognition of need for, and dependence on, a valuable asset that is inexhaustible in use but easily depreciated with misuse or abuse. The advancement

in information and technology consequently shift the country's economic system which should be properly managed. Today, the supply chain is the most effective element between economic and manufacturing firms due to the increasing pressures due to customers' desire for high quality and fast service. Time management in the supply chain enables quick service and high levels of customer satisfaction, which is the most important component of time management to reduce waiting time. Openness to regional and international markets and transition to a free-market system makes economic sectors in general and industrial sector in particular an essential ingredient to build and develop the national economy. Due to intense competition from regional and international companies, the general company for the manufacture of batteries is facing problems. The large imports of batteries put pressure on the company. Similarly, traditional marketing methods have exacerbated the problem faced company. Therefore, it is imperative to adopt modern marketing methods that enable them to face the challenges and guide them to choose an appropriate strategy that enables to compete in the target market. Entrepreneurial supply chain of modern concepts with unconventional dimensions contributes to the needs and desires of customers and strengthens the organization's position in the target market. It helps to choose the right strategy that enables to survive and grow in the competitive market. The industry environment in Iraq in general and battery industry in particular is witnessing the growing intensity of competition due to the technological advances of competitors in regional and international markets. As a result of this competition, it is imperative to adopt unconventional marketing methods to identify and select the appropriate strategy in the target market to

obtain the market share that qualifies it to survive and grow in the competition. Hence, the current research is aimed to find the answer of question whether there is a relationship among Entrepreneurial supply chain and choice of marketing strategy for target market. Furthermore, the concept of Entrepreneurial supply chain and its importance in creating and exploiting opportunities to survive in competitive market has also a point of interest. This study provides an intellectual framework on the subject matter to complete and enrich the subject intellectually. This study provides a theoretical and applied model in the field of Entrepreneurial supply chain which can be adopted in future studies and research. Rest of the study is divided in four parts; the first one was devoted to the comprehensive review of literature, while the second focused on the adopted methodology. The third section focused on the practical side by providing empirical findings, while the fourth part focused on the conclusions and recommendations reached by the research.

## 2. Theoretical Background

### 2.1. Entrepreneurial Supply Chain

The concept of Entrepreneurial supply chain puts individuals and organizations alike in the face of different environmental challenges, which enhances the processes of creativity and innovation to provide distinctive products that contribute to satisfy the needs and desires of customers [1]. Entrepreneurial supply chain focuses on creativity in the field of developing ideas by relying on the Entrepreneurs and marketing. Entrepreneur's experiences with the needs and desires of their clients and work on (realizing the opportunities, the initiative's efforts, a pioneering culture, building relationships and achieving value for the customer) enable businesses to create distinct products (goods-services) compared to their competitors. This enables to gain a greater market share in the marketplace and gain access to new resources that enable them to survive, grow and expand into new and existing markets [2; 3]. Before turning to the concept of pioneering marketing, it is necessary to shed light on what is marketing, Entrepreneurship and leadership. [in 4] has defined marketing as a "social process through which individuals or groups obtain what they need and want through their exchanges of products. [in 5] and [6]

defined as the process through which individuals seek and invest opportunities. The Entrepreneur is known as "that individual who has the ability to perceive and exploit opportunities". The Entrepreneurial supply chain is a "proactive process in identifying and exploiting opportunities to obtain and retain profitable customers through the use of innovative methods (product innovation, risk management, resource strength and value creation) [7]. While [2] asserted that a combination of innovation, risk-taking, initiative-oriented, value-for-customer delivery and customer contact and relationship with them in a way that benefits the organization and its partners. Further explained by [8] "Entrepreneurial supply chain as a process of exploiting the opportunities and build a relationship with existing and potential customers in the target markets to add value to them". Entrepreneurial supply chain is a proactive process to explore opportunities under the objective of maximizing the Organization's resources in order to create value for its current and potential customers. Further to build a permanent relationship with customers, product innovation process is stimulated. The importance of Entrepreneurial supply chain is crucial to address the underlying problems experienced by business in intensive competition in the market [9; 8]. Most of the researchers have agreed [10; 11; 1; 8] that the dimensions of leading marketing are proactive orientation, creativity, risk management, exploring opportunity and customer focus. Proactive orientation is the ability of the organization to take the high risk resulting from the environmental conditions surrounding it [12]. Therefore, a proactive organization seeks to exploit opportunities. They explore opportunities expand market for existing product or enter a new market [8]. Organizations that have been able to stay in the market regardless of the intensity of competition have adopt new marketing approaches as compare to other organizations tend to use the traditional approach to create opportunities [10].

### 2.2. Creativity

The process of innovation encompasses a wide range of technological and organizational processes, including marketing and financial activities. This represent the transfer of knowledge to value through continuous improvements in production processes in accordance with advanced systems and methods [13;

14]. The creativity is the process through which new products are introduced and new methods of production processes are introduced [1]. The process of creativity starts from new ideas as input to the process and then the creative organization collects Ideas in a creative way that are not previously addressed by following new methods and ways of working. To obtain products that meet the needs and desires of their current and potential customers, the process of innovation connects inventions and exploits new opportunities. To continue Organizations to innovate and provide new goods and services requires them to focus their strategies on the following aspects:

- The research based design and development functions of the product (commodity-service) [15].
- Use of turnkey programs in production processes and service delivery.
- To develop and train the staff of the Organization.
- Support and motivate innovators and embrace new and creative ideas.

Innovation is one of the most basic marketing initiatives that reflect the organization's ability to deliver new products continuously through continuous changes and improvements in the design process. It attributes the use of new and existing opportunities to meet the needs and desires of its customers. This contributes to the promotion Competitiveness in the target market and leading it towards excellence, success and stability [16].

### 2.3. Risk Management

Marketing managers often face many factors influencing their marketing decisions, such as costing production, prices, production volumes and future interest rates that are difficult to predict. Creative capabilities and analytical skill are required to deal with these situations. Similarly, Investments in large high-risk projects and uncertainty about the final results are due to lack of clarity or lack of information, length of feedback, change in environmental (private and public) conditions and complexity. For all these factors, marketing can be used to achieve strategic position [17;18]. Leadership Marketing is an opportunity to seize opportunities regardless of available resources. Organizations respond to emerging opportunities through continuous improvisation and reordering of their resources. Big markets encourage entrepreneurial

organizations to seek opportunities to be able to serve other needs before saturated and acquired competitors. Creativity and innovation are crucial tools that help the entrepreneurial organizations to innovate new products that satisfy the needs and desires of their current and potential customers. The process of excellence and capturing opportunities from the fundamentals of leadership is the essence of Entrepreneurial supply chain. The investment of opportunities involves the process of learning and continuous adaptation to the environment before starting the process of the concept of creativity [19].

### 2.4. Customer Focus

Research conducted by many business organizations has indicated that customer satisfaction is no longer limited to the specifications of the goods or services provided. It also includes response speed, vendor positions, invoice accuracy, after-sales service etc. This led the new organizations to reconsider the organizational operations to provide these services to the customers. Hence managers of the organizations focused their interests in listening customer's opinion about the functions and characteristics of the products. The administrations of these organizations led many creative ideas that perpetuate and strengthen the relationship with customers. Therefore, many organizations have called for their marketing efforts on a specific group of customers in the market. Trough these activities organization will proactively turn to create new opportunities to Its products and create value offerings for its current and prospective customers [20; 1]. Therefore, proactive orientation, creativity, risk management and customer focus are the primary focus of this study to explore the impact on the choice of market strategy.

### 2.5. Target Market Strategies

#### 2.5.1. Target Market

A key and important step in market segmentation is to reach the appropriate organization's marketing strategies with respect to the target market [5]. It is required by the marketers at the individual or organization level to reach the customers expectation to the people directly involved in the market. Therefore, to target the right customers for right product is highly significant otherwise the call will

fall on deaf ears. The organizations seek Marketing to choose and serve their target markets correctly by adopting the target market need. Because businesses are interested in what they have and also in order not to waste money when the marketing message is sent to individuals who are not interested in what is offered to them. The organization in its marketing efforts should be accurate like rifle shot instead of scattering its marketing efforts by adopting submachine gun strategy [21; 22]. Pride & Ferrell asserted that the target market is "The process of selecting specific sectors of customers focusing their marketing efforts on them ". Furthermore, he pointed out [23] that the target market is affected by two factors: market attractiveness and organizational sustainability. Market attractiveness is about taking a range of aspects into account in determining market attractiveness. This includes number of customers, growth rate and competition in the target market. Similarly, loyalty to the brand by current customers in the market and expected market share compared to promotion and competition expenditures is also evaluated. The expected volume of sales the margin of profit expected to be achieved in the market is also in the domain of market attractiveness. This information can be obtained through the adoption of marketing research and a marketing information system that plays an important role in this regard. Organizational suitability with the organization's potential is also an important factor while focusing customers. It requires the assessment of the target market in accordance with the objectives, resources and capabilities of the Organization. It answers the question that; what can the organization provide to customers with a distinctive value compared to competitors in this market? The impact of the service provided in the target market and the brand image of the organization is also analyzed. Access to distributive channels that serve this market and the resources of the organization in return for investment in capital in the market is significant while targeting a specific market. The organization, which seeks to maximize its profits, is better suited to harmonizing the attractiveness and potential of the market (its material and human resources). Therefore, a balanced marketing strategy is required to target the appropriate market with potential buyers.

## 2.6. Target Market Strategies

There has been a discrepancy between writers and researchers in determining the number of types of target market strategies. But the most agreed types are non-differentiated marketing strategy, differentiated marketing strategy and focused marketing strategy

### 2.6.1. Non-differentiated marketing strategy

It means that the company is designing a single marketing mix by offering one product. A single promotional method and one distributive channel is used to reach all the customers in the market. This strategy assumes that all these customers have one type of expectation and there are no differences among them [24]. The focus is on the needs and desires of the customers while keeping away from what they disagree with. The strategy of non-differentiated program is accompanied by the strategy of distinguishing products in the marketing plan. Competing with the same needs, they will be able to build customers awareness that their product is better than products with competitive branding. Organizations distinguish the seller by either creating a particular product packaging or by using another element of attraction that distinguishes the product. For example, the engine oil industry does not differ in its manufacturing among different brands but producers can give an idea that the oils they produce contribute to the improvement of the condition of the engine. This is an attraction that enhances the demand and the strategy is characterized by several advantages. The most important advantage is lower production costs. Because of profiling large production, the marketing costs of promoting, transferring, storing and distributing will decrease as a result of their concentration in a single marketing mix. This strategy is suitable for organizations with large resources, but it is not possible to satisfy the needs of the customers from the unequal social classes [25; 26].

### 2.6.2. Focused marketing strategy

According to this strategy, the organization directs its marketing efforts towards a single market sector through a single marketing mix. The market may

include many market segments, but the organization selects one sector as a target market to focus its marketing efforts [the 25]. This is what the Porsche Company has been using for the automotive industry when it introduced a high-performance luxury sports car for high-income people. The organizations that adopt this strategy are usually smart and adept at capturing opportunities and satisfying the desires of a segment of customers that has not been noticed by the big marketers. The most important characteristic of this strategy is to make significant profits as a result of focusing the organization's marketing efforts on one sector. This makes it possible to reduce the cost to a minimum level while maintaining a high level of capacity. The strategy is suited to organizations with limited resources. However, the criticism of this marketing strategy argued that when demand declines it will directly hit the sales and profits. It is more like a case of putting eggs in one basket which may expose the organization to a great loss and reputation [5].

### 2.6.3. Differentiated marketing strategy

According to this strategy, the organization effectively markets its products to two or more market segments. The targeted marketing mix is tailored to the needs and desires of customers in each sector of the target market. This strategy is successful in using a focused marketing strategy that helps it to expand into other sectors [25; 5]. The organization that adopts this strategy requires that it has significant financial potential to meet the needs of the sectors. Specialized management, technical and marketing expertise for each market enables the organizations to manage and develop their marketing programs according to respective customers [26; 27; 28]. Researchers agree that the Organization should adopt a focused marketing strategy before pursuing a differentiated marketing strategy. The organization's success in using a focused strategy within a specific market sector will enable it to reap significant profits. This will contribute to supporting firm's financial position and achieving a good reputation in the market. Consequently, firms will deliver new products to more than one sector. The differentiated strategy requires the creation of a marketing mix that differs according to the sector it serves, which requires additional financial resources as well as

skilled marketing expertise. The above discussion leads the research to seek and test following hypothesis:-

**H1: There is a significant impact of Entrepreneurial supply chain in the selection of strategies of the target market.**

H11 There is a significant impact of the proactive orientation of the non-differentiated marketing strategy.

H12 There is a significant impact of creativity on the non-differentiated marketing strategy.

H13 There is a significant moral impact of risk management in a non-differentiated marketing strategy.

H14 There is a significant impact of customer focus on a non-differentiated marketing strategy.

**H2: There is a significant impact of the Entrepreneurial supply chain strategy in the focused marketing strategy.**

H21: There is a significant impact of the proactive orientation of the focused marketing strategy.

H22: There is a significant impact of creativity on the focused marketing strategy.

H23: There is a significant impact of risk management in the focused marketing strategy.

H24: There is a significant impact on customer focus in the focused marketing strategy.

**H3: There is a significant impact of the Entrepreneurial supply chain in the differentiated marketing strategy.**

H31: There is a significant moral effect of the proactive orientation In a differentiated marketing strategy.

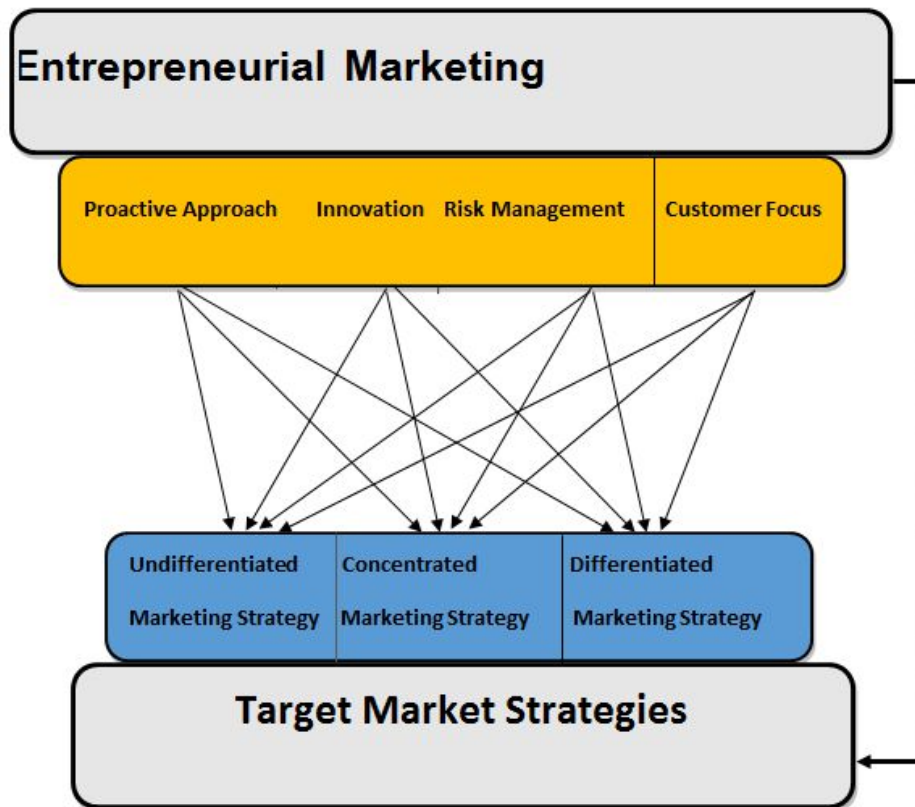
H32: There is a significant impact of creativity on the differentiated marketing strategy.

H33: There is a significant moral impact of risk management in a differentiated marketing strategy.

H34: There is a significant impact of customer focus on differentiated marketing strategy

On the basis of previous literature following model has conceived.

Figure 1. Conceptual Model



### 3. Methodology

This study will clarify the role of Entrepreneurial supply chain and its dimensions, which include proactive orientation, creativity, risk management and customer focus in selecting target market strategy. The research community is the general company for manufacture of batteries. One of the production companies affiliated to the Ministry of Commerce, which contributes to the development of the national economy. Sample was selected on convenience basis that included all the managers working at the top and middle levels and the administrative divisions whose competencies revolve around the marketing activities. In total 49 respondents identified on the basis of job responsibility in the production and management processes and with decision making authority. The questionnaire was distributed to the respondents. Out of 59 distributed questionnaires 44 forms received and stand valid for further statistical analysis. This makes the response rate at 89%.

### 3.1. Data Analysis and Results

The data collection tool is designed based on the theoretical aspect and scaled on likert scale (Strongly agreed: 5, agreed: 4, Neutral: 3, not agreed: 2, Strongly not agreed: 1). The researcher in the analysis of the data relied on a range of methods to know the level of the research sample and also to test the research hypotheses through the use of statistical program (SPSS 22). Linear regression was employed to estimate the impact of Entrepreneurial supply chain dimensions on the choice of target market strategy

### 3.2. Descriptive Results

Table (1) shows that the value of the arithmetic mean of this variable is (3.87). The standard deviation is (0.87) and the coefficient of variation is (22.48%). This indicates the agreement and the homogeneity of the sampled respondents. While proactive orientation has the arithmetic mean (3.69) and standard deviation of (0.88) and a coefficient of variation is (23.94%). Results are in the agreement and consistency in the

answers of the sample examined in relation to this variable. As illustrated in the results the management of the company eager to capturing and exploiting new opportunities in their target markets. The arithmetic mean of creativity is (3.97) with a standard deviation of (0.95) and a coefficient of variation (23.93%). This represents the agreement and the homogeneity of the responses. The management of the company with the help of external expertise develops production equipment to provide new products that meet the needs and desires of its current and potential customers. Risk management has arithmetic mean of ( ) with a standard deviation of

0.88) and a coefficient of variation is (24.11%). This shows the disagreement of responds on the risk management. Results illustrate the desire of the management of the company to go towards low-risk projects to achieve significant returns. The arithmetic mean for customer focus is (4.16), with a standard deviation of 0.78 and a coefficient of variation (18.75%). Results are in the agreement and the homogeneity of the responses is detected. As shown by the findings, the management of the company is interested in providing products that meet the needs and desires of its customers as it contributes to building a relationship with them and retaining them.

**Table1.** Descriptive Statistics for Entrepreneurial supply chain

Dimensions	Items	Mean	S.D	C.V
Proactive Orientation	The management of the company is keen to make outstanding efforts for the purpose of capturing and exploiting new opportunities.	4.07	0.86	21.13
	The management of the company is keen to enter the troubled markets despite the intensification of competition in order to seize and exploit opportunities.	3.17	0.81	25.55
	The company's management seeks to pursue proactive organizations by innovating in their production processes.	3.85	0.98	25.45
<b>Total</b>		<b>3.69</b>	<b>0.88</b>	<b>23.94</b>
Creativity	The management of the company is concerned with the development of production equipment to provide new products to meet the needs and desires of its customers.	3.78	1.01	26.09
	The management of the company is concerned with the entrepreneurial individuals who have the ability to innovate.	3.89	0.98	25.19
	The management of the company is interested in using external expertise to improve its products.	4.15	0.86	20.72
<b>Total</b>		<b>3.97</b>	<b>0.95</b>	<b>23.93</b>
Risk Management	The management of the company has the desire to go towards low-risk projects.	4.13	0.85	20.58
	The marketing manager is creative in the face of difficult marketing situations.	3.96	0.87	21.97
	The management of the company has the ability to devote more of its resources to projects whose results are difficult to predict.	2.88	0.92	31.94
<b>Total</b>		<b>3.65</b>	<b>0.88</b>	<b>24.11</b>
Customer focus	The management of the company focuses its attention on listening to the views of its customers on the functions and characteristics of its products.	4.14	0.81	19.56
	The management of the company focuses its efforts by working to provide products that meet the needs and desires of its customers to maintain and strengthen the relationship with them and keep them.	4.03	0.79	19.60
	The company's management is interested in delivering its products to its customers on time.	4.31	0.75	17.40
<b>Total</b>		<b>4.16</b>	<b>0.78</b>	<b>18.75</b>
<b>Entrepreneurial supply chain</b>		<b>3.87</b>	<b>0.87</b>	<b>22.48</b>

It is noted that the risk management variable has achieved the highest value in the coefficient of variation (24.11%) which indicates dispersed responses. Whereas the lowest coefficient of variation was the customer focus variable (18.75%) indicating that responses on this dimension was less dispersed. It is clear from table (2) that the value of the arithmetic mean for marketing strategy amounted to (3.35) with a standard deviation of (0.849) and a variation coefficient of (25.34%). This shows that the agreement and the homogeneity of responses. The arithmetic mean for non-differential strategy is (3.24) with a standard deviation of (0.846) and a variation

coefficient of (26.11%). This indicating the agreement and the homogeneity of the research sample in respect of this variable. As shown by the results the management of the company seeks to reduce costs. The arithmetic mean for focused strategy is (2.98) which is less than the value of the theoretical expectations (agree). This indicates the direction of response with non-agreement has reached the standard deviation (0.871) and the coefficient of variation of (29.23%). These results show that the management of the company not interested in concentrating its efforts to target one sector in the market because of the diversity of its

products. Differentiated marketing strategy achieved arithmetic mean of (3.83) which is greater than the value of the theoretical consensus (agree) with a standard deviation of (0.829) and a variation coefficient of (21.67%). This indicates the agreement and the homogeneity of the sample searches responses. These results illustrate that the

management of the company effectively market their products to two or more market segments according to a marketing mix different to the sector they serve to meet their different needs and thus increase their total sales.

**Table2.** Descriptive results for target market strategy

Dimension	Items	Mean	S.D	C.V
Non-differentiated Strategy	The management of the company is its target market as one sector homogeneous in its needs and desires.	3.02	0.882	29.21
	The company's management of its target market offers one marketing mix (product, price, promotion and distribution).	3.12	0.874	28.01
	The management of a company possesses large human and material capabilities capable of serving the entire market.	3.67	0.836	22.78
	The management of the company seeks to reduce costs in general.	3.15	0.792	25.14
<b>Total</b>		<b>3.24</b>	<b>0.82</b>	<b>26.11</b>
Focus Strategy	The company's management focuses its marketing efforts on targeting and servicing one sector for a larger marketing share.	2.92	0.862	29.52
	For limited resources, the management of the company focuses its marketing efforts on targeting and servicing one sector.	3.42	0.783	22.89
	The company's management focuses its marketing efforts on one sector where competition is at its lowest level.	2.79	0.925	33.15
	The management of the company is interested in concentrating its marketing efforts in targeting one sector to achieve significant financial returns.	2.78	0.914	32.88
<b>Total</b>		<b>2.98</b>	<b>0.871</b>	<b>29.23</b>
Differential Strategy	The company's management effectively markets its products to two or more market segments.	3.93	0.763	19.41
	The management of the company is creating a different marketing mix depending on the sector you serve.	3.79	0.852	22.48
	The management of the company has considerable financial and material potential to meet the needs of different market sectors.	3.74	0.856	22.89
	The company's management relies on this strategy to increase its total sales.	3.85	0.848	22.03
<b>Total</b>		<b>3.83</b>	<b>0.83</b>	<b>21.67</b>
<b>Target Market Strategies</b>		<b>3.35</b>	<b>0.849</b>	<b>25.34</b>

From table 2, it is noted that focused marketing strategy has achieved the highest value in the coefficient of variation (29.25%). Which indicates that the responses on this variable were more dispersed? While the lowest value of the non-differentiated marketing strategy (21.67%) indicating the responses were less dispersed.

### 3.3. Regression Estimation

Regression analysis describes the relationship of Entrepreneurial supply chain and its dimensions on the strategies of the target market. Simple linear regression is applied to find out the answer of the question mentioned above. The results of regression analysis are shown in table (3).

**Table3.** Regression Analysis Results

		Constant	Coefficient	R <sup>2</sup>	F-Statistics	
					F-Value	Sig.
Proactive Orientation	Non-differentiated marketing strategy	1.33	0.72	18.23	9.812	0.005
Creativity		0.81	1.63	22.39	12.670	0.00
Risk Management		1.57	0.69	17.72	9.476	0.006
Customer focus		0.88	1.37	28.21	17.307	0.00
<b>Entrepreneurial supply chain</b>	<b>Non-differentiated marketing strategy</b>	<b>1.05</b>	<b>0.83</b>	<b>32.47</b>	<b>21.222</b>	<b>0.00</b>
Proactive Orientation	Focus marketing strategy	0.74	1.23	14.24	7.306	0.007
Creativity		1.47	0.96	18.65	10.092	0.00
Risk Management		0.67	1.18	12.83	6.476	0.03
Customer focus		1.58	0.83	22.32	12.646	0.00
<b>Entrepreneurial supply chain</b>	<b>Focus marketing strategy</b>	<b>0.97</b>	<b>1.12</b>	<b>28.53</b>	<b>16.802</b>	<b>0.00</b>
Proactive Orientation	Differential Marketing Strategy	1.86	0.97	21.46	12.022	0.00
Creativity		1.13	0.83	28.13	17.226	0.00



Risk Management		1.34	0.89	19.23	10.474	0.00
Customer focus		0.94	0.67	36.63	25.438	0.00
Entrepreneurial supply chain	Differential Marketing Strategy	1.12	0.92	39.52	28.742	0.00
Entrepreneurial supply chain	Target Market Strategies	1.32	0.91	42.57	32.621	0.00

In the light of the results illustrated in table 3, it is clearly noted that the influence of Entrepreneurial supply chain on non-differentiated marketing strategy is significant. The variables such as proactive orientation, creativity, risk management and customer focus has made a significant difference in the dependent variable (non-differentiated marketing strategy). The calculated value of (f) for each of these variables (9.812, 12.670, 9.476, and 17.307) is greater than the attribute (f) value at a level significance (0.01). These results verify the hypothesis (H11), (H21), (H31) and (H14). Overall, independent variable (Entrepreneurial supply chain) has made a significant difference in the dependent variable (non-differentiated marketing strategy). F Value is (21.222) and is greater than the (f) table value at p-value (0.01) respectively 7.306, 10.092, 6.476. This indicates to verify the first hypothesis. The value of  $R^2$  is (32.47%) represents the change in the choice of differentiated marketing strategy variable due to Entrepreneurial supply chain. The value of the regression coefficient (B) is (0.83) which shows that the change of one unit in the Entrepreneurial supply chain results in a change in the value of Non-differentiated marketing strategy (0.83). The Entrepreneurial supply chain dimensions (proactive orientation, creativity, risk management and customer focus) have made a significant difference in the focused marketing strategy. The calculated F-value (7.306, 10.092, 6.476, and 12.646) of each of these variables is greater than the table (f) value at a level of significance (0.01). This indicates that following hypothesis (12), (22), (32 and (24) are met. The independent variable (Entrepreneurial supply chain) has a significant effect on the dependent variable (non-differentiated marketing strategy). The calculated (f) Value is (16.802) which are greater than the (f) table value at a significance level (0.01) which indicates the second hypothesis is achieved. The value of (R2) is (28.53%) which reflects the Entrepreneurial supply chain interpreted 28.53% change to the focused marketing strategy and the remaining differences are due to the random error. The value of the regression coefficient (B) is (1.12) indicating that the change of one unit in the

Entrepreneurial supply chain e results 1.12 unit change in the value of the marketing strategy. Influence of the Entrepreneurial supply chain dimensions (proactive orientation, creativity, risk management and customer focus) on the Differentiated marketing strategy has approved by the f-values (12022, 17.226, 10.474, 25.438) which are greater than the table value of (f) at sig. value (0.01). This indicates that sub-hypothesis (13), (23), (33) and (34) of the third hypothesis are confirmed. The independent variable (Entrepreneurial supply chain) has had a significant effect on the dependent variable (differentiated marketing strategy) as the calculated (f) Value (89.06) is greater than the (f) table value (0.01). Hence, third hypothesis is confirmed by the  $R^2=39.52\%$ . This reflects the change due to Entrepreneurial supply chain interpreted to the differentiated marketing strategy. The value of regression coefficient (B) is (0.92) which indicates a one unit change in the Entrepreneurial supply chain leads to a 0.92 unit change in the value of the marketing strategy. Table (3) also shows that the Entrepreneurial supply chain variable has had a significant effect on the dependent variable (target market strategies). The calculated (F) value is (32.621) is greater than the tabular value at (0.01) level of significance. This indicating that the main hypothesis has been confirmed by  $R^2=42.57\%$ . Which reflects the Entrepreneurial supply chain variable interpreted 42.57% change in target market strategies. The value of regression coefficient (B) is (0.91) which refers to the change of one unit in the Entrepreneurial supply chain leads to change in the value of target market strategies.

#### 4. Conclusions and recommendations

The study is aimed at investigate the role of Entrepreneurial supply chain on the selection of target market strategies. The study is conducted within the special circumstances of general company for battery manufacturing. On the basis of statistical results this study concludes the followings:

1. The management of the battery industry company is keen to improve its products and make outstanding efforts to seize new opportunities in its target areas and exploit them to meet the needs of its customers.
2. The management of the company has an interest in targeting more than one sector in the market because of its large resources and the diversity of its products.
3. The management of the company is concerned on meeting the needs and desires of its target customers and working to build a long term relationship to retain customers.
4. Having a statistically significant impact on target market strategies, which means that Entrepreneurial supply chain is suitable for promoting any of the target market strategies. It involves several dimensions that serve the different orientations of these strategies and can be adopted specifically in medium-sized and small sized companies.
5. The  $R^2$  for Entrepreneurial supply chain and differentiated marketing strategy is greater than the non-differentiated marketing strategy and the focused marketing strategy. This represents a strong impact of Entrepreneurial supply chain on differentiated marketing strategy.

Therefore it is recommended that the management of the company should consider creative and innovative design process to develop its products to exploit new opportunities. There is a need to target more than one sector in the market and to adopt a marketing mix for each sector. The management of the company focuses on a specific group of customers in each of the target sectors. This will help company to proactively create new opportunities to market its products and create value for its current and prospective customers. The management of the company should adopt the Entrepreneurial supply chain within its marketing policies as it contributes actively in promoting the choice of the appropriate marketing strategy in the target market. The management of the company concerned should adopt the differentiated market strategy being the most appropriate in achieving its goals.

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