

# Entrepreneurial Marketing in Village Owned Enterprises (VOEs): A Qualitative Study of Village Owned Enterprises in Indonesia

M Makmur<sup>1</sup>, Norhidayah Mohamad<sup>1</sup>, Siti Norbaya Binti Yahaya<sup>1</sup>

<sup>1</sup> Faculty of Technology Management and Technopreneurship, Universiti Teknikal Malaysia Melaka, Malaysia

**Abstract** – This study explores the main dimensions of the entrepreneurial marketing concept in village-owned enterprises and assesses how far marketing strategies are currently consistent with the entrepreneurial marketing approach. This research method is qualitative with a semi-structured in-depth interview approach based on seven elements of the entrepreneurial marketing concept with twelve directors of selected village-owned enterprises. Data were collected and analyzed using thematic analysis facilitated by ATLAS.ti software. The findings from this research show that village-owned enterprises have succeeded in adapting and implementing the entrepreneurial marketing concept, which is essential for their business. The main motivation for this research is that empirical investigation of entrepreneurial marketing from the perspective of village-owned enterprises has received little attention.

**Keywords** – entrepreneurial marketing, village-owned enterprises, qualitative study.

DOI: 10.18421/SAR64-06

<https://doi.org/10.18421/SAR64-06>

**Corresponding author:** M Makmur,  
Faculty of Technology Management and  
Technopreneurship, Universiti Teknikal Malaysia  
Melaka, Malaysia.

**Email:** [makmurmgt@gmail.com](mailto:makmurmgt@gmail.com)

Received: 23 October 2023.

Revised: 05 December 2023.

Accepted: 11 December 2023.

Published: 25 December 2023.



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## 1. Introduction

Entrepreneurial marketing, positioned at the convergence of marketing and entrepreneurship with the objective of strategically leveraging opportunities through an innovative lens, may be regarded as an alternative strategy to foster the growth and prosperity of village-owned enterprises. Entrepreneurial marketing is described as unplanned, nonlinear, and visionary [1], [2]. Entrepreneurship, which is associated with traits such as originality, adaptability, capacity for creative problem-solving, opportunity perception, proactivity, value creation, and risk-taking, is crucial, particularly for village-owned enterprises. An effective and thriving alternative to traditional marketing strategies for village-owned enterprises is entrepreneurial marketing, which straddles the divide between marketing and entrepreneurship and attempts to take advantage of opportunities early by adopting novel viewpoints. In reality, such an entrepreneurial viewpoint encourages the marketing mix to be enhanced rather than diversified and results in a more entrepreneurial understanding of its substance. Entrepreneurial marketing actions that result from an entrepreneurial perspective on traditional marketing exhibit the characteristics of entrepreneurship that have been assigned to it in the literature.

Various existing literature raises the research question 'Can entrepreneurial marketing be adopted in village-owned enterprises?', and considering the pertinent research demonstrating that entrepreneurial marketing is appropriate for small-scale businesses [3], [6]. We looked at village-owned enterprises. This study's main goal is to determine whether the seven entrepreneurial marketing dimensions—opportunity focus, proactiveness, innovation, calculated risk taking, resource leveraging, customer intensity, and value creation apply to village-owned enterprises and to pinpoint the internalized applications that drive such marketing activities.

This study sought to identify the tools and applications used by village-owned enterprises to adapt entrepreneurial marketing processes. We also sought to determine the degree to which current marketing approaches show convergence or divergence to entrepreneurial marketing. In particular, entrepreneurial marketing in village-owned enterprises is the focus of this study, which enhances our understanding of the topic in general. This study holds uniqueness as it marks the first experimental exploration of entrepreneurial marketing within the context of village-owned enterprises. The primary driving force behind this study is the fact that, to date, little or no attention has been paid to entrepreneurial marketing in the sector village-owned enterprises, notably in the village-owned enterprises in Indonesia.

Since the idea of entrepreneurial marketing in the village-owned enterprises industry, and specifically, in the Indonesian sector, is still a relatively unexplored topic, this research used qualitative research methods and an exploratory research design. Therefore, this study appears to be a preliminary study for future studies in this area. The semi-structured interview technique was used as the primary tool for acquiring data. The authors of this study constructed a semi-structured interview form with open-ended questions that covered seven aspects of entrepreneurial marketing while considering the relevant literature and prior research findings.

## 2. Literature Review

The main topic of this study, entrepreneurial marketing, is covered in this part. It goes into great depth on the seven-dimension framework developed by Morris et al. (2002) and discusses why those theories were selected to examine entrepreneurial marketing in this study.

### 2.1. *The Concept of Entrepreneurial Marketing*

The concept of entrepreneurial marketing emerged as a reaction to many study findings that revealed a discrepancy between standard marketing theory and marketing practices, particularly among small and medium business operators [7]. Entrepreneurial marketing, which typically refers to impromptu and innovative marketing operations, was initially always connected with SME marketing efforts with limited resources [8]. Small entrepreneurial enterprises that engage in marketing are most frequently referred to as EM [9]. Under specific circumstances that apply to SMEs, EM may be a viable alternative to traditional marketing management approaches [5].

The discipline then evolved into a universally accessible form of entrepreneurial marketing. This type of business is not only available to small enterprises but also to larger companies [10].

Many researchers have defined EM, and the definition has evolved from a narrow focus to a broader and more inclusive conceptualization [11]. To date, various definitions have been developed for EM, among which the focus of entrepreneurial marketing is on idea development and innovation in accordance with gut-level knowledge of the market [4]. Entrepreneurial marketing is described by Morris et al. [1] as the active identification and use of possibilities to engage and retain profitable customers through novel methods of risk management, resource leveraging, and value creation. As stated by Bjerke and Hultman [12], entrepreneurial marketing (EM) is for small businesses that are expanding through entrepreneurship. Entrepreneurial marketing involves forward-thinking businesses that prioritize customer happiness by effectively and efficiently creating value across the entire value chain. Miles and Darroch [13] defined entrepreneurial marketing as having a passion, an orientation, and the process of launching and growing businesses that use innovation, creativity, sales, market immersion, networking, and flexibility to create value for customers through relationships [14]. Definition of EM proposed by Mort et al. [15] EM is the proactive identification and exploitation of possibilities to achieve and sustain profits by offering clients cutting-edge risk management strategies and boosting the amount of resources available for value creation. The phrase "entrepreneurial marketing" combines two traditionally separate disciplines and refers to the marketing strategies employed by businesses to pursue possibilities in a volatile market [16]. According to Ionita [7], EM is a collection of value-creating, value-delivery, and logic-guided procedures that are applied in highly uncertain corporate contexts. In fact, Morris and colleagues are mentioned in various definitions [1], [10], [17], [18]. In line with the opinion of Ionita [7], there are four main ways to define EM. The first and historically original method focused on the connections between marketing and entrepreneurship. The second strategy is known as "entrepreneurship in marketing", and it is based on a marketing framework over which entrepreneurship-related components are introduced or on a particular environment (such as SME marketing). The third strategy is called "marketing in entrepreneurship", and it deals with marketing difficulties, such as the introduction of a new product, as they relate to the field of entrepreneurship.

The fourth strategy is the antithesis of the first one; instead of focusing on what marketing and entrepreneurship have in common, it emphasizes what makes them special. In essence, entrepreneurship and marketing collaboratively converge to generate a distinctive outcome.

In accordance with these viewpoints, as outlined by Hamali [19], the primary strategy within the realms of marketing and entrepreneurship is denoted as EM, signifying entrepreneurial marketing. It involves pro-actively identifying and seizing possibilities for attracting and keeping lucrative consumers by using novel methods for risk management, resource leveraging, and value generation [1]. The second strategy is referred to as "entrepreneurship in marketing," or "EM," and it is characterized by a series of methods for opportunity creation, customer intimacy-based innovative goods, adaptive resource enhancement, and legitimacy for the rising firm and its products [15]. Bjerke and Hultman [12] define entrepreneurial marketing (EM) as the marketing approach tailored for the expansion of small businesses through entrepreneurial initiatives. "Marketing in entrepreneurship" is the third strategy. To create, communicate, and deliver value to customers as well as manage customer relationships in a way that benefits the organization and its stakeholders, entrepreneurial marketing is a function of the organization that is characterized by innovation, risk-taking, and proactiveness and can be carried out without using resources that are currently under its control [10]. The fourth strategy combines marketing and entrepreneurship to produce something unique and brand-new. To define EM, we have to follow the fourth strategy. EM has to be defined as conduct, the process that generates, communicates, and provides value because thoughts, intentions, motivation, learning, and relationships without action do not add value [7]. According to Eggers et al. [20], EM is an organizational function and a set of procedures for developing, communicating, offering value to customers, and managing customer relationships in a way that benefits the organization and stakeholders. It is distinguished by innovation, taking calculated risks, and being proactive, all of which can be accomplished with or without the use of currently available resources [10].

Apart from the few definitions above, the study of EM continues to grow. Haden et al. [21] provided a thorough explanation of EM: the process of identifying opportunities, using opportunities, and creating value is carried out by a person who frequently displays proactive orientation, innovation focus, and customer intensity and can manage risk.

Similar to Whalen et al. [22], to produce, convey, and offer value to and by customers, business owners, marketers, their partners, and the general public, EM combines innovative, proactive, and risk-taking actions.

Despite varying perspectives from prior researchers, as articulated by Alqahtani and Usay [11], a novel interpretation of entrepreneurial marketing has emerged. This interpretation posits entrepreneurial marketing as an agile mindset aimed at proactively capturing opportunities for innovative co-creation and value delivery to stakeholders, encompassing clients, staff, and platform partners. It is characterized by a pragmatic utilization of resources, network engagement, and judicious risk-taking. He then expands the construct to eight dimensions. Based on the summary above, entrepreneurial marketing is an organizational function and a set of activities involving the creation, dissemination, and delivery of value to customers with the aim of managing customer relationships in a way that is advantageous to the organization and its stakeholders.

## ***2.2. Entrepreneurial Marketing Dimensions***

There have also been several recommendations for components or dimensions that could be used as EM constructs [23]. Among the first scholars to suggest the dimensions to be included in EM theory, Morris et al. [1] outlined the seven dimensions of EM that are characterized as proactiveness, measured risk taking, innovativeness, opportunity focus, resource leveraging, customer intensity, and value generation. The premise that separates the characteristics of entrepreneurial marketing from standard marketing is that the dimensions of entrepreneurial orientation comprise the first five elements, whereas the dimensions of marketing orientation comprise the final two [24].

Furthermore, the EM construct proposed by Hills et al. [17] is classified as an EM that expands into six dimensions. The EM construction was established by highlighting the four elements of opportunity, market orientation immersion, two-way communication with customers, value creation through connections, and partnerships. The main contribution of Hills et al. [17] is that growth orientations, which place a premium on long-term gains above immediate profits, and informal marketing analysis, are included in the suggested EM framework. The larger dimensions by Hills et al. [14] include innovation, customer focus, value creation, chance, creativity, sales, market immersion, networking, and adaptability.

What are the four main EM strategies? They are: opportunity creation, customer intimacy-based innovation products, resource enhancement, and legitimacy [15].

The major components of the EM construct are the generation of opportunities, orientation, and creativity in customer relations [1]. The term "innovative products based on customer intimacy" refers to a new dimension created by combining many theories using resource dimensions [1]. The generation of wealth through partnerships and alliances [17] has also been merged into a new dimension known as "resource enhancement", the addition of the legitimacy dimension [15]. According to Haden et al. [21], in addition to the elements that might need to be removed, they need some modifications. For example, creating opportunities, identifying opportunities, and using them are two distinct processes. Within the structure proposed by Haden et al. [21], we decided to divide this basic dimension into two parts, which we refer to as opportunity finding and opportunity exploitation. Additionally, he believes that a proactive approach and an innovation-focused approach are essential, which explains the eight EM dimensions of innovation, proactivity, risk-taking, customer intensity, value creation, opportunity finding, opportunity exploitation, and resource leveraging [21]. The EM construct developed by Alqahtani and Uslay [11] suggests eight dimensions of the latest EM model, including: innovation, proactiveness, shared value creation, focus on opportunities, resource utilization, networks, acceptable risk, and inclusive attention, which were developed based on several previously existing EM constructs. As mentioned, over the past 20 years, several frameworks on the marketing/entrepreneurship interaction have evolved. These frameworks include Morris et al. [1], in which seven dimensions of entrepreneurial marketing typically use the EM framework to examine the actions and behavior of SMEs in entrepreneurial marketing across a range of scenarios. The degree to which elements and frameworks are frequently accepted depends on the researcher's methodology. To determine precisely how many and which parts constitute entrepreneurial marketing, various literature findings vary and share nothing in common. Divergences in the researched company, industry, country, and other factors could be the cause of the contrary.

The framework concerning the seven dimensions of EM, Morris et al. [1] stated that the seven dimensions remain the most prevalent dimension that is widely acknowledged in the research.

The original seven dimensions are still a common framework in most contemporary writing on entrepreneurial marketing in SMEs. Some examples are given in [8], [15], [25].

### ***2.3. Village Owned Enterprises and Entrepreneurial Marketing***

The establishment of village-owned enterprises is expected to make villages socially and economically empowered, politically sovereign, and culturally dignified. Village-owned enterprises are also expected to be able to address various problems in the village that cover socio-cultural and economic aspects as well as restore livelihoods and strengthen villages as strong and independent communities [26].

Village-owned enterprises (in Indonesian term is BUMDesa) are legal entities established by villages and/or with villages to manage businesses, use assets, develop investment and productivity, provide services, and/or provide other types of business for the greatest welfare of villages. It was further stated that the type of business village-owned enterprise is activities in the economic sector and/or general services managed independently. The establishment of a village business serves various purposes, including:

- a) Engaging in economic activities through effective business management, investing in development, enhancing economic productivity, and maximizing the potential of the village.
- b) Providing goods and services to meet the general needs of the village community, as well as managing village food barns to perform public services.
- c) Augmenting profits or net earnings to elevate the initial income of the village and optimize the utilization of economic resources within the community.
- d) Utilizing village property to generate and enhance the overall property value of the village.
- e) Facilitating the development of a digital economic ecosystem within the village, as highlighted in reference [27].

According to several definitions of village-owned enterprises in the literature cited above, these small businesses can be described as innovative, customer-focused, and value-oriented enterprises. The entrepreneurial marketing concept, on the other hand, appears to be relevant and applicable to small-scale firms, according to several studies [3], [6]. Village-owned enterprises can be considered relevant marketing in accordance with the scope and nature of entrepreneurial marketing, which is often referred to as SME marketing because they are small businesses with unique qualities [28].

### 3. Research Methodology

The aim of this research is to explore entrepreneurial marketing in village-owned enterprises in Indonesia. This study used semi-structured in-depth interviews with directors of selected village-owned enterprises as part of a qualitative technique.

As mentioned earlier, this study will have a population consisting of village-owned enterprises in the district of Rokan Hulu, province of Riau, Indonesia. The district of Rokan Hulu, province of Riau, Indonesia, was chosen as the research place because village-owned enterprises in the district are used as pilot projects or national-level pilot projects by districts/cities in Indonesia. In addition, the district has the largest number of VOs in the Riau province [29]. For this study, we focused on directors of village-owned enterprises who had run established companies for at least five years. Establishing these criteria is important because the business being run is likely to stop operating before this period [30]. The sample requirements are as follows: i) a director of a village-owned enterprise; ii) an active village-owned enterprise registered with the district government of Rokan Hulu, Indonesia; and iii) the existing business must have been in operation for at least five years. Table 1 summarizes the profiles of the twelve participants.

Table 1. Participants' Profile

Participants	Age Range	Gender	Years of Business Establishmen
R1	Late-30s	Male	12
R2	Mid-40	Male	8
R3	Early-30s	Female	12
R4	Late-40s	Male	9
R5	Mid-40	Male	12
R6	Late-30s	Male	8
R7	Early-30s	Female	8
R8	Mid-40	Male	12
R9	Late-30s	Male	9
R10	Early-30s	Female	8
R11	Mid-40	Male	8
R12	Late-40s	Male	9

Semi-structured in-depth interviews with twelve directors were conducted at the office of the village-owned enterprise where the participants were. A set of interview protocols serves as the direction for each interview session [31]. This protocol is divided into three parts: (1) questions about the owner's background, (2) a description of the company, and (3) questions about how the directors run the village-owned enterprises they lead. The 12 directors interviewed stopped interviewing and collecting data after data saturation was reached [32].

It was often difficult to manage the transcription of the rich and abundant data into text and coding data because each participant had an average of approximately half an hour of audio recording. Therefore, in this study, the text transcriptions were loaded into ATLAS.ti, operator-assisted or aided qualitative data analysis software. Using CAQDAS, analytical methods and the procedures followed to obtain analytical conclusions can be more effectively demonstrated [33]. Using the data management capabilities offered by ATLAS.ti, specific codes were allocated to the chosen texts (also known as quotes) that were thought to represent prospective discoveries. The verbatim transcription of the 12th interview took a lot of time, resources, and effort [34]. Each interview required 45–1 h on average, with additional hours on average for audio recording.

#### 3.1. Data Analysis

To produce a thorough account of the phenomenon under research, this study used qualitative methodologies. The methodology used in this study, which includes qualitative approaches such as in-depth interviews, is typically "highly inductive; where the use of open codes, categories, and thematic analysis are most common" [35]. The constant comparative method involves continuously asking questions, iteratively comparing the derived themes from the data with the literature, and analyzing the data [36]. Therefore, this study applies thematic analysis as suggested by Jamaludin et al. [32].

The open, axial, and selective coding process was used to derive the common themes, patterns, and categories of this study [37]. Figure 1 illustrates the data analysis procedure used in this study. The process began with the data being imported into the ATLAS.ti program, followed by open coding, axial coding, and selective coding based on the pertinent emerging themes for the study.

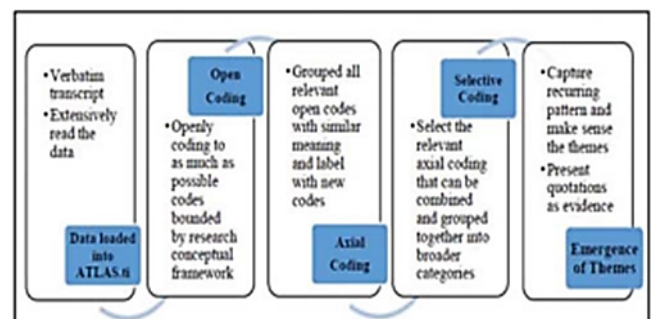


Figure 1. Data Analysis Process

Source: by Jamaludin et al.

Data triangulation, which involves using various methodologies or data sources to assess the validity of a study, is necessary for qualitative research [31].

In this study, we employ researcher triangulation, which involves collaborating with different researchers on the same project to fully grasp a particular phenomenon. Triangulation of the opinions of the researchers results in consensus findings that are often thought to be more trustworthy by other researchers. It assists in avoiding biases and limits while also improving data reliability when compared with using just one researcher. The researchers who worked on this publication coded identical transcripts, compared how precisely they applied the codes, and reached the same conclusions.

#### 4. Result

The main results of the study are presented and discussed in this section in relation to the goals of the investigation. The researchers also take into account the implications of these findings for future theoretical developments as well as real-world implementations.

##### 4.1. Innovativeness

Concerning the dimensions of innovation, the literature posits that entrepreneurial marketing assumes a pivotal role not only in the advancement of new goods and services but also in the identification of novel opportunities, the development of innovative technologies, the creative utilization of resources, and similar aspects, as it is highlighted in [1], [38], [39]. Entrepreneurial marketing focuses more on innovation than traditional marketing, which is defined by a focus on the client [1].

In this study, respondents expressed ideas about innovation similar to those in the literature. As stated by the participants, all village-owned enterprises in this study have made innovations. As recorded in the following quote:

"First and foremost in terms of service, village-owned enterprises serve customers in a friendly manner, always maintaining customer trust in the context of performing the mandate, as well as capabilities in the field of technology. Others innovate and keep abreast of developments in the market and maintain good relations with customers" (R2, R4, R5, R6, R7, R11, and R12).

During the interview, most respondents expressed the same thing with the notion of literature. Many believe that developing a new product or service is important. However, what is more important is the innovation of marketing methods and customer service procedures. As recorded in the following quote:

"To deal with trends in the market for village-owned enterprises, they adapt to the conditions of their respective regions, what are the basic customer needs, that is the business we open, and then collaborate with stakeholders for marketing techniques, approach either directly or through collective deliberations" (R1, R3, R8, R9, and R10).

According to entrepreneurial marketing theory, innovation does not always entail developing brand-new goods or services. It covers every facet of marketing operations carried out by the business, such as adding value to goods and services, providing customers with a special offer, and setting the good or service apart from the competition [1], [38], [40].

In this context, VOEs provide examples of innovative activities conducted by their VOEs. These activities include, as recorded in the following quote:

"Our village-owned enterprises always follow developments in the market. We work closely with state-owned banks so that VOEs already have mini automated teller machines that can serve cash withdrawals, online transactions such as transfers, and online payments." In addition, VOEs also have applications of sharia that are connected to the customer's cell phone (R2, R4, R6, R11, and R12).

The other respondents were recorded in the following quote:

"Our VOEs, in marketing products, especially fertilizer, collaborate with oil palm farmers. In the business sector, we open agricultural shops, buy palm oil products from farmers, manage villages' markets, and manage the tourism of village potential. There are also children's and family playgrounds" (R1, R3, R5, R7, R8, R9, and R10).

This study shows that innovation also occurs in the form of original solutions rather than simply producing new goods and services.

In line with the literature, although most of the participating village-owned enterprises have innovated in recent years, they also emphasized the need to consider future innovations. During the interviews, many respondents indicated that they had been paying attention to changing environmental and social contexts and focused on future development. For example, village-owned enterprises pay close attention to changes in government policy. As recorded in the following quote:

"Our village-owned enterprises are preparing themselves for VOEs to go digital because they have become a program of the ministry of the village, besides that it also opened a VOEs of mart business, and a VOEs of gallery" (R3, R4, R5, R6, R7, R9, R11, and R12).

Furthermore, according to the participants, "The business units that we will open are the first to manage tourism of village objects, children's playgrounds, digital printing businesses, building materials stores, and agricultural shops" (R1, R2, R4, and R8).

Based on the results of the interviews, innovation can only be defined as the creation of new business ventures or services. The respondents agree that innovation can sometimes create new goods or services while also enhancing more traditional ones.

#### 4.2. Proactiveness

When it comes to the proactive aspect of entrepreneurial marketing, it is shown that a business marketing strategy is more dynamic when it leads and pioneers the market by developing new products and using them, or by presenting a new technology, how crucial it is to guide customers by implementing dynamic adjustments in order for the company to be proactive [1].

To gauge the proactive aspects of entrepreneurial marketing in this study, the respondents claim that it actively contributes to EM because it enables village-owned enterprises to continue, keep up with market changes, and stay in constant contact with advances in the sector. The interviewees' assessments of proactiveness aligned with the definition of proactiveness provided by Heger and Rohrbeck [41], who define proactiveness as strategic participation in business units and a long-term outlook toward future business demands.

In this context, activities are carried out proactively by participants in village-owned enterprises. As recorded in the following quote:

"Our village-owned enterprises are trying to make new breakthroughs in the village. All business units run by village-owned enterprises have never existed in our village, so VOEs were the first to pioneer it, such as mini automated teller machines that can serve online financial transactions, save loans, applications of sharia, tourism of villages, and managing markets of village. Another example in the agricultural business unit is that the community can place orders online from their cellphones."

The participants thought that being proactive was also a suitable EM indicator. According to the respondents, village-owned enterprises have to be ready to keep an eye on market trends and possibilities. As recorded in the following quote:

"Our village-owned enterprises entity must be able to quickly identify opportunities in the market before being taken by competitors. We at VOEs see it from the customer's needs earlier, what do they need? We opened the business, and the business has no competitors in the village.

Many of our customers are farmers; therefore, there is an opportunity for a farm shop business. VOEs also buy coconut oil from farmers."

Another participant in this study also shared the same. As recorded in the following quote:

"We are trying to find out how to keep VOE customers from leaving the village. We used this opportunity as a play area. When on vacation, we always take their children out of the village. Previously, our customers always had difficulty getting fertilizer, so now VOEs also become a distributor of fertilizers."

#### 4.3. Opportunity Focus

Entrepreneurial marketers are able to spot trends and changes through scanning activity, but they are also creatively perceptive enough to understand the patterns that underlie them as representing underappreciated market positions or market flaws [1], [42]. The significance of aggressively seeking and seizing opportunities is emphasized by entrepreneurial marketing [7].

In this study, most interviewees identified opportunity focus as an important element of EM. Most of the respondents also stated that they tried to identify opportunities in the market. Many of them believe that the best way to identify new opportunities is through direct interaction with customers. As recorded in the following quote:

"Our village-owned business entity visits customers, we ask questions, what is suitable, and what are the needs that are most often sought and asked by customers, besides that we also routinely hold monthly village meetings in this forum. (R2, R3, R4, R9, R11, and R12).

Other respondents indicated that they were looking for new opportunities by meeting and sharing with fellow VOEs, holding village meetings every month. In addition, this activity allows our village-owned enterprise to obtain the latest market information and examine market opportunities and trends. As recorded in the following quote:

"Our VOEs try to get opportunities by meeting and sharing with fellow VOEs and then with the village government. By holding our meetings there, we discuss business opportunities to improve the performance of our VOEs. For example, we hold village meetings every month" (R5, R7, R9, and R10).

Next, the interviewees gave the following examples regarding how they exploited opportunities in the market. As recorded in the following quote:

"Our village-owned enterprise will maximize business opportunities in the agricultural sector because our customers are mostly oil palm farmers; therefore, we meet their needs, especially fertilizers.

Our VOEs have a fertilizer distributor business unit and an agricultural materials store."

Furthermore, according to the participants we recorded in the following quote:

"We will serve the economic and general service needs of customers in villages that cannot be served by other institutions in accordance with the purpose of establishing VOEs as a commercial institution as well as a social institution. Our VOEs were established to fill this gap, like a convenience store in which there are various kinds of daily staples that customers need in the village."

#### **4.4. Resource Leveraging**

Miles and Darroch [13] underscore the importance of utilizing internal resources in conjunction with opportunities identified externally, beyond one's own organization. Adaptable methods with a reduced budget are what Hills et al. [17] advise businesses to use with an entrepreneurial marketing approach. Entrepreneurial marketing professionals in current circumstances are not constrained by the resources to which they are in charge or have access [1]. Consistent with the literature, most participating village-owned businesses that were interviewed admitted to having limited resources and encountering difficulties procuring resources. However, they all appear to have original solutions to their issues and try to make better use of their limited resources. There are many methods by which resource-savvy marketers can profit. For instance, they can identify and use resources that others are unable to do [1]. According to these literary references, some respondents claimed that when they launched a new company unit, they had limited financial resources, but they appeared to be aware of the potential resources to deal with this problem. As captured in the following quotations:

"The main obstacle we face in the village-owned business entity is of course a lack of financial resources, especially to open a new business unit, then approaching the fasting month and holidays. To overcome this problem, we borrow VOEs from third parties, namely, the VOE association. To increase the financial resources of village-owned enterprises, we also withdraw savings from customers through a profit-sharing system" (R1, R4, R5, R6, R7, R10, and R12).

"Right now in our village-owned enterprise, we are constrained by skilled employees who have the skills we need. It is quite difficult. We are conducting comparative studies and training other capable VOEs with good management, good governance, and a marketing system that we have learned quite a bit directly" (R2, R3, and R11).

During the interviews, many respondents indicated that they could use resources in many ways. For example, in fulfilling limited financial resources, VOEs attracted savings from customers through a profit sharing system. Crick [43] demonstrates that entrepreneurial marketers have the ability to leverage specific resources to acquire additional resources. Limited human resources also include training employees to perform cross-functional tasks or even become very multitasking on their own. Employees have to be familiar with the production line, financing, sales, marketing, and customer service.

#### **4.5. Risk-Taking**

Entrepreneurial marketing established marketing's explicit role in controlling a company's risk profile because entrepreneurship is connected with taking calculated risks [1], [42]. According to Becherer et al. [16], businesses that use an EM approach take risk into account in a measured and sensible way. As a result, they increase the company's flexibility. Conventional marketing seeks to reduce risk by concentrating on growing sales in existing markets, whereas entrepreneurial marketers seek to control risks by managing resources in their own way and being able to quickly commit to or withdraw from a project [16], [40].

In this study, regarding risk taking by village-owned enterprises, all respondents revealed that they rarely do it alone, but they discuss it together in the village deliberation forum. They have to hold deliberations beforehand and obtain permission from the village government. As captured in the following quotations:

"All activities and decisions that we take in this village-owned business entity we first conduct deliberations with the village government so whatever decisions are made later will be the result of a joint decision, because to open a new business unit we must obtain permission from the village government."

Explicit about the techniques required for engaging in risk-taking behavior because risk taking on village-owned firms has to be debated in village meetings. However, they assert that before determining whether to take the risk or not, they carefully evaluate and weigh their options in relation to each danger they are presented with.

#### **4.6. Customer Intensity**

It is crucial to proactively look for opportunities to boost customer intensity in entrepreneurial marketing, according to a viewpoint that puts the demands of the customer first [13].



The idea behind this interpretation is that an organization with entrepreneurial activity might create unique competencies through knowledge that will meet customers' latent demands in the future.

In this study's respondents, every participant acknowledged that their corporate objectives were typically influenced by customer satisfaction and that a customer intensity perspective helped them sharpen their customer focus. Customer intensity is a factor in EM. By providing various goods and services, participating village-owned businesses attempt to satisfy client needs. They feel that because of the variety and breadth of their products and services, they can adapt to address and delight their clients. As captured in the following quotations:

"Our village-owned enterprises entity analyzes what is most needed by customers. Of course, we will open the business unit, then there are no similar businesses in this village, for example many of our customers are oil palm farmers, they need fertilizer, we open an agricultural shop, but we have not been able to meet all customer needs because we have limited financial resources for new businesses, but we continue to try our VOEs to be able to meet all of our customer needs."

The majority of respondents who were interviewed demonstrated competence in trying to serve customer needs by opening business units according to what their customers needed. However, all the participating village-owned enterprises interviewed said that they could not meet all the needs of their customers due to limited resources.

During the interviews, most of the participating village-owned enterprises also stated that they often monitor and measure the level of customer satisfaction. Many participating village-owned enterprises can track customer satisfaction levels by reviewing customer reviews or directly asking customers about their satisfaction with the product or service. They consider using both of these methods to monitor their level of client satisfaction to be the simplest and most affordable. As captured in the following quotations:

"Our village-owned business entity monitors the level of customer satisfaction by assessing the various customer responses and opinions on the products and services we provide. We also see customer satisfaction from increasing customer savings, which are increasing every day. This is proof of trust in our VOEs. We have never conducted questionnaires or face-to-face interviews with customers because it requires a lot of money and takes a long time."

"We created a suggestion box and a social media group, so later, through this medium; we will communicate the complaints from customers."

For several participating VOEs, they chose to monitor their customer satisfaction levels by providing a suggestion box service that is placed on the veranda of the office of VOEs, in addition to having a social media group. Among the two media, village-owned enterprises can examine customer complaints and simultaneously monitor whether the customer is happy with their product. Thus, it is possible to measure the level of customer satisfaction of village-owned enterprises in Indonesia.

#### 4.7. Value Creation

The development of value for customers is a crucial component of entrepreneurial marketing [1], [6]. Businesses have to build an organizational structure that is defined by innovation, risk-taking, and proactively creating, communicating, and providing value to customers [14]. From the interview results, all respondents indicated that they believed their village-owned enterprises create value for customers. Many respondents directly mentioned the value they create for their customers. As captured in the following quotations:

"At the end of every year, our village-owned enterprise gives door prizes and gifts to all customers; they feel appreciated by these activities. We also give awards and bonuses to customers who are the best customers in terms of credit repayments."

Regardless of the direct values of the participating village-owned enterprises, some respondents also thought that they served as information gatherers for their consumers in addition to directly providing goods or services to them. This indicates that they will do their utmost to provide a solution for any needs a consumer may have. For instance, when their village-owned businesses are unable to respond, they collaborate with other village-owned businesses to meet the needs of their customers. As captured in the following quotations:

"We regularly hold forum meetings every month between VOE directors. We communicate with each other, always share information, and exchange experiences on how things are progressing. VOEs colleagues regarding progress, apart from that we also have social media now there is a WhatsApp group that we use to collaborate and work together to meet the needs of our customers. For example, we have plans to open a mini palm oil mill. There must be cooperation between the VOEs, and we also have communication, especially for the supply of fertilizer at low prices for customers."

All participating Village-Owned Enterprises prioritize the value creation dimension as one of the important dimensions of their marketing strategy.

Finally, Figure 2 depicts the outcomes derived from the analysis conducted through the ATLAS.ti software. The resulting network output can be elucidated as follows to validate the successful internalization and effective implementation of the seven dimensions of entrepreneurial marketing—

opportunity focus, proactiveness, innovation, risk-taking, resource utilization, customer intensity, and value creation—in the marketing activities of village-owned enterprises in Indonesia. This validation was accomplished through semi-structured in-depth interviews.

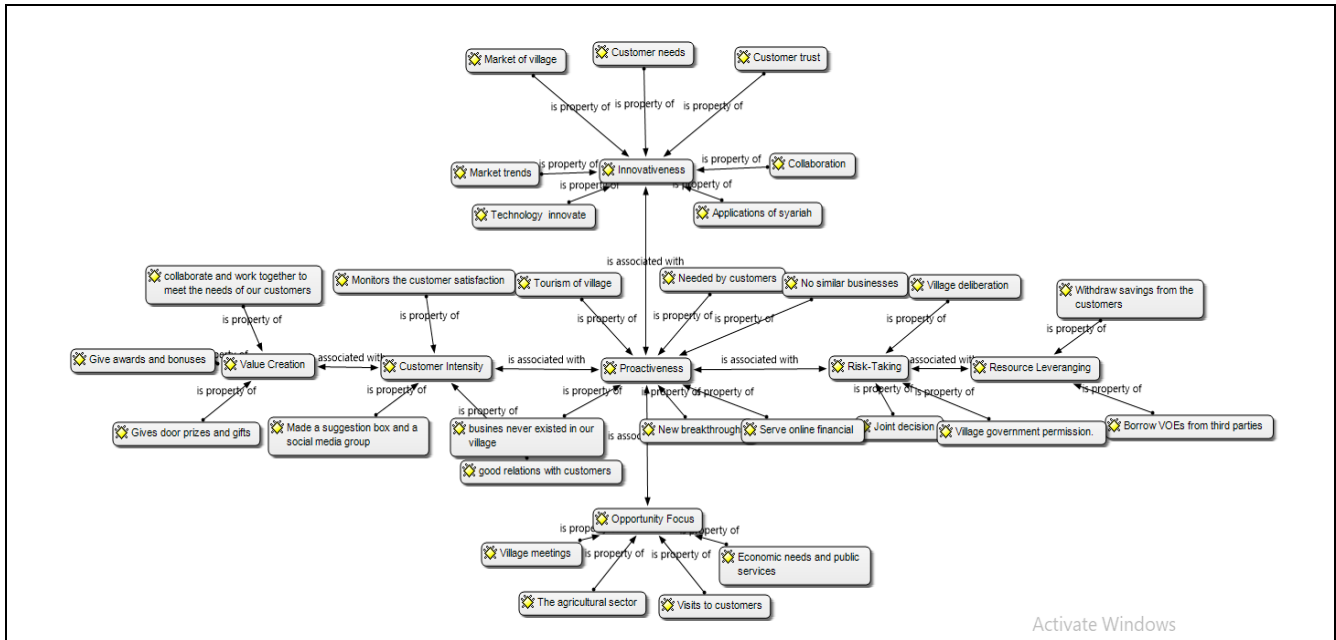


Figure 2. Findings Illustration generated from ATLAS.ti

## 5. Conclusions and Limitations

This study examines the application of seven dimensions of entrepreneurial marketing: opportunity focus, proactiveness, innovation, risk taking, resource utilization, customer intensity, and value creation in the marketing activities of village-owned enterprises in Indonesia through semi-structured in-depth interviews. This research is based on the idea that entrepreneurial marketing is appropriate for small-scale businesses [3], [6]. Village-owned enterprises have become an interesting topic for research in marketing studies because of the entrepreneurial qualities that influence marketing, in the form of entrepreneurial marketing, and are starting to play an important role in small- and medium-scale enterprises. In accordance with the interview findings, it is evident that the seven dimensions of entrepreneurial marketing have been successfully internalized and implemented effectively within the marketing activities of village-owned enterprises in Indonesia, yielding promising and encouraging results.

This study, which examines the perspective and application of entrepreneurial marketing in village-owned enterprises conducted in the Rokan Hulu district of Indonesia, has the quality of being a pioneer for future studies that will be conducted with a larger sample and a developed interview database.

It is essential to note that the outcomes of this research are specifically applicable to village-owned business entities operating within the Rokan Hulu district of Indonesia. To validate, refute, and generalize the findings of this study, similar studies have to be conducted in different geographic regions or countries.

Consideration has to be given to sectoral gaps as well. Applying entrepreneurial marketing concepts to various industries can provide different results from village-owned enterprises because of the diversity of each field or type of industry.

The study presented in this article can be viewed as a pilot study for future research on entrepreneurial marketing. Researchers who wish to view entrepreneurial marketing ideas from both quantitative and qualitative perspectives should consider the following recommendations.

Numerous studies have been conducted on entrepreneurial marketing, especially for small and medium enterprises, but there is little or no empirical research that discusses the idea of entrepreneurial marketing from the perspective of village-owned enterprises. Therefore, this study will open the door for further studies regarding scale development in entrepreneurial marketing specifically designed for village-owned enterprises, which can be seen as a prospective research issue worthy of theoretical and empirical investigation.

Nevertheless, for future research in the realm of entrepreneurial marketing, there may be merit in analyzing the issue from a quantitative perspective or employing a mixed-methods approach.

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