



LEVERAGING ENTREPRENEURIAL MARKETING PRACTICES FOR INSTITUTIONAL PERFORMANCE OF STATE-OWNED TERTIARY INSTITUTIONS IN RIVERS STATE

BRIGHT ZORBARI-NWITAMBU

DEPARTMENT OF MARKETING, KENULE BEESON SARO-WIWA POLYTECHNIC, BORI

Abstract

This paper aimed at creating a marketing and entrepreneurship interface whereby innovativeness, risk taking and proactivity would be expressed fully in marketing thereby establishing a paradigm shift in the conventional thought of these two disciplines into a more evolving and effective conjoint concept named entrepreneurial marketing. A survey was carried out among top management staff of the state-owned tertiary institutions in Rivers state using semi-structured interview. Nvivo Pro was used to analyze data generated from both face-to-face interview and monkey survey conducted online. The outcome of the interview data and word cloud of related response revealed highly significant adoption of entrepreneurial marketing, with innovativeness gaining the highest significance; an indication that innovation is the hallmark of success in most topnotch institutions in Rivers State. This study therefore recommended the rapid adoption of entrepreneurial marketing strategies in tertiary institutions in Rivers State with emphasis on innovativeness as this is key to institutional performance in higher education.

Keywords: Marketing, Entrepreneurship, Entrepreneurial mindset, Higher institutions

Introduction

The rate of adoption and inclusion of entrepreneurship and marketing activities in higher institutions of learning in Nigeria has increased tremendously. Due to the present economic realities (graduate unemployment), most schools are devising strategies to making their graduates industrious and self-reliant upon graduation (Eneji, Mai-Lafia & Weiping, 2013). Every year, more and more graduates are sent into the already saturated and overcrowded labor market, with little hope of getting employed. When this is the case, only the ones with innovative and creative abilities are at advantage (Kyari, 2020). The field of entrepreneurship has developed rapidly over the last 20 years (Hills, Hultman & Miles, 2008). Although, the concept of entrepreneurial education is still relatively immature and rarely addressed at strategic level in higher institutions of learning (Bellotti, Berta, De Gloria, Lavagnino, Dagnino, et al 2012). Scholars of entrepreneurship education have sought a review regarding the development and future

of the discipline in order to produce skilled and dependable graduates and to achieve a more entrepreneurially oriented society (Taatila, 2010). Nabi, Liñan, Fayolle, Krueger and Walmsley (2017) maintained that entrepreneurship education ultimately contributes to economic growth and development.

This paper builds on the arguments and opinions of scholars in marketing and entrepreneurship with the aim of presenting a synergy between the two fields of study and to arrive at a shift in paradigm that results in a more performance-oriented concept referred to as entrepreneurial marketing. It is a conceptual paper which also sourced and analyzed data from study elements in order to test the applicability of the concept of entrepreneurial marketing in higher institutions of learning for a more empirical output both in theory and practice. This concurs with Sadiku-Dushia, Dana & Ramadani (2019). The material and arguments presented in this paper contribute to the analysis of the processes and adoption

of entrepreneurial marketing in the context of the studied state-owned tertiary institutions in Rivers State as captured in the field data generated from respondents.

Many entrepreneurial marketing theorists have presented rich ideas and opinions most of which are basically theoretical and conceptual (Collinson, & Shaw, 2001; Hills, Hultman, & Miles, 2008; Kraus, Harms & Fink, 2010; Martin, 2009). Researchers have conducted numerous studies on entrepreneurial marketing to ascertain its linkage with performance (Kyari, 2020; Morris, Schindehutte & LaForge, 2002; Sadiku-Dushia, Dana & Ramadani, 2019; Sole, 2013). However, there's still paucity of literature concerning how the dimensions of entrepreneurial marketing can best be utilized for institutional performance in the tertiary education sector.

This gap is intended to be filled in the present study using the three dimensions of entrepreneurial marketing identified in the study and how they correlate with institutional performance measures for optimum performance in the state-owned tertiary institutions in Rivers State. The current study is therefore aimed at exposing how entrepreneurial marketing impact the performance of state-owned tertiary institutions in Rivers State. It showcases in particular, the three dimensions of entrepreneurial marketing (innovative marketing, creative marketing and proactive marketing) and how they correlate with the measures of institutional performance identified as foot traffic and brand strength to achieve institutional performance in the state-owned tertiary institutions in Rivers State.

Entrepreneurial Marketing

Entrepreneurial marketing is a relatively new field that presents very rich

research opportunities (Sadiku-Dushia, Dana & Ramadani, 2019). It is the interface between entrepreneurship and marketing that involves the proactive identification and exploitation of opportunities through creative, risk-taking and visionary marketing programs (Fink, Koller, Gartner, Floh & Harms, 2020). Most scholars believe that entrepreneurial marketing is mostly associated with marketing activities in firms which are small and resource constrained, and therefore must rely on creative and unsophisticated marketing tactics that requires the use personal networks (Morris, Schindehutte & LaForge, 2002). However, Kraus, Harms and Fink (2010) maintain that entrepreneurial marketing cannot be narrowed to small enterprises alone as several large firms also practice marketing in an innovative and sometimes even risky way.

The scope of entrepreneurial marketing is often times confined to small and medium enterprises alone because entrepreneurial activities are easily noticeable in smaller firms' settings, but the truth is, entrepreneurial marketing applies not only to small firms but a field of study relevant to both big and small enterprises (Collinson & Shaw, 2001). Consequently, Sole (2013) added that entrepreneurial marketing maybe adopted by all sorts of firms in all kinds of contexts.

While entrepreneurship is often seen as an activity of small and medium enterprises (SMEs), the term entrepreneurial marketing does not just describe the marketing activities of small and new ventures, but the marketing function employed by marketers with entrepreneurial mindset, irrespective of firm size or age (Kraus, Harms and Fink, 2010). The intense battle for survival among industry players coupled with shrinkage in resources has made it obvious that only those organizations

that look beyond resources and device other means to compete favorably will survive the fierce competition in today's business environment (Morrish, 2011).

A plethora of empirical studies reveal that the concepts of traditional marketing do not do justice entirely to all marketing practices, hence the need for a new marketing paradigm (Sadiku-Dushia, Dana, & Ramadani, 2019). Entrepreneurial marketing is therefore a shift in paradigm that seeks to fully express the entrepreneurial personality in the marketing activities (Martin, 2009). Adel, Mahrous and Hammad (2020) examined the relationship that exists between entrepreneurial marketing strategies, institutional environment and business performance of SMEs in Egypt. Also, in 2021, Hadiyati and Hendrasto investigated how entrepreneurial marketing minimizes the impact of Covid19 on Indonesia's micro, small and medium enterprises during the period of the pandemic. Furthermore, Basha et al. (2023) examined the impact of entrepreneurial marketing strategies on customer loyalty and business performance in coffee shops. Entrepreneurial marketing entails being customer-centric as well as organization-focused (Morrish, 2011).

For many years, marketing has been a popular discourse in entrepreneurial research (Jones, 2010). Marketing concept on one hand assumes that achieving marketing performance entails carefully identifying customer needs through formal market research before developing new products and services that satisfy those needs, while entrepreneurship on the other hand, is seen as a much more informal, unplanned activity relying on personal intuition, strength and wisdom of an individual to make things happen (Stokes, 2000). Kraus, Harms and Fink (2010) describe entrepreneurship as a marketing approach that embraces the

opportunities available in the marketplace with the involvement of risk-taking, innovativeness and proactivity in the effective implementation of the marketing strategies. The concepts and ideologies of entrepreneurial marketing span from both marketing management and entrepreneurship literatures (Miles, Gilmore, Harrigan, Lewis & Sethna, 2015).

Many criticisms have greeted the concepts and thoughts in conventional marketing, which include over-reliance on established rules-of-thumb, inability to account for marketing expenditures, the possibility of imitating rather than innovating, and the reliance on serving existing markets instead of creating new ones, among others (Morris, Schindehutte & LaForge, 2002). Meanwhile, Kraus, Harms and Fink (2010) posit that the organizational function of marketing may be influenced by the level of entrepreneurship of the firm. Morrish (2011) argued that firms with track records of superior performance are the ones that combine both market-orientation and entrepreneurial-orientation in their day-to-day operations. Entrepreneurial marketing therefore involves rethinking the four Ps of marketing- product, price, promotion and place (Martin, 2009).

Entrepreneurship focuses on the firm just as marketing emphasizes customer orientation for a successful organization (Morrish, 2011). The management approach to entrepreneurial marketing differs from the regular perspectives employed in managing conventional marketing processes (Sole, 2013). However, theorists of both marketing and entrepreneurship maintain that value creation is the hallmark of marketing and entrepreneurship, as both disciplines believe that elements are combined in a way that provide value to the user (Fink, Koller, Gartner, Floh & Harms, 2020; Martin, 2009;

Sadiku-Dushia, Dana & Ramadani, 2019). The submission here is that marketing and entrepreneurship can be conjoined more completely, creating a new, entrepreneurial paradigm of marketing (Martin, 2009). Entrepreneurial marketing is the joining together of entrepreneurship and marketing; the inclusion of entrepreneurship into marketing for superior performance and to gain competitive advantage (Becherer, Helms & McDonald, 2012; Morrish, 2011).

Several entrepreneurial marketing theorists have identified creativity, innovation, risk-taking, proactivity, customer centricity, value creation, etc. as dimensions of entrepreneurial marketing (Becherer, Helms & McDonald, 2012; Kilenthong, Hills, & Hultman, 2015; Sadiku-Dushia, Dana & Ramadani, 2019). This paper identified the following three dimensions of entrepreneurial marketing viz; innovative marketing, creative marketing and proactive marketing. These terms are discussed hereunder.

Innovative Marketing

The term innovation is often used to qualify the concept of entrepreneurship; others include risk taking, creativeness, etc. (Hills, Hultman & Miles, 2008). Entrepreneurship scholars have long showed so much interest in the nature, operation and value-adding potential of marketing, and the role of marketing in the entrepreneurial process (Jones, 2010). Economists maintain that entrepreneurs are capable of exploiting difficult terrains dreaded by others through the introduction of visible innovations that drive a market (Hills, Hultman & Miles, 2008). Peattie and Belz (2010) opined that sustainable and innovative marketing can be employed to tackle the realities bedeviling mankind in present day market. Innovative marketing such ecotourism, urban tourism

and cultural tourism promotes sustainability within the organization especially in the tourism sector (Damiasih, 2025).

Entrepreneurial firms engage in product-market innovations, and venture into risks in cause of inventing new products (Kraus, Harms & Fink, 2010). Marketing-oriented firms make customer-centric innovations, and consider the customers as active participants in the organization's marketing decision processes, being that the customers are their top priority (Kilenthong, Hills & Hultman, 2015). Innovative marketing techniques impact on competitive advantage and business performance of organizations that are able to match strategies and innovative changes in the marketing mix, and attract positive ratings to the organization and help them while in economic crisis (Haghighinasab, Sattari, Ebrahimi & Roghanian, 2013).

Ho₁: There is no relationship between innovative marketing and institutional performance of state-owned tertiary institutions in Rivers State.

Creative Marketing

Entrepreneurial marketing brings about self-efficacy which spurs the marketer towards specific performance and creativity (Morrish & Jones, 2020). Marketers are flexible and this flexibility helps them to provide a timely reaction to changes in customer preferences and to deliver superior quality offerings to consumers (Kilenthong, Hills & Hultman, 2015). Sewell and Dacre Pool (2010) conducted a study to investigate how entrepreneurship in education can lead to graduate employability and self-efficacy thereby equipping them with imaginative, creative and flexibility skills.

The entrepreneurial marketer knows that customers need are ever changing, and so in a bid to keep up with changes in

customers' preferences he/ she ought to be flexible, adaptive, and able to improvise where necessary so as to act ahead of the customer and competitors (Kilenthong, Hills & Hultman, 2015). Individuals who possess entrepreneurial attributes such as creativity are most likely to build up an intention to start an enterprise (Polas & Raju, 2021).

Ho₂: There is no relationship between creative marketing and institutional performance of state-owned tertiary institutions in Rivers State.

Proactive Marketing

Pro-activeness is a self-initiated behavior that allows an individual to attend to a problem or situation before it occurs. Proactiveness as a marketing action can be defined from two perspectives; firstly, organizational proactiveness which consists of practices by which the firm anticipates challenging situations and secondly, actions taken by entrepreneurial marketers to manage the challenges so identified (Becherer, Helms & McDonald, 2012). Proactive marketing involves the performance of a task ahead of time. Entrepreneurial marketing compels managers to be proactive (acting in advance) rather than reactive. Entrepreneurial marketers are proactive innovators that tend to come up with ideas not yet fathomed by their contemporaries (Kraus, Harms & Fink, 2010). Matsuno and Kohlbacher (2020) posit that proactive marketing is one of the fundamental ingredients of entrepreneurial marketing applied in contemporary business enterprises.

Proactive trait of entrepreneurial marketers enable them to prepare for unmet customer needs that may arise in the future, by providing first-hand information to the organization about desirable products even before these needs are envisaged (Kilenthong,

Hills & Hultman, 2015). Proactivity entails taking goal-oriented actions to influence a firm's environment; it describes marketing actions through which the firm redefines its external environment to minimize uncertainties, and reduce dependency and vulnerability to the firm's external forces (Becherer, Helms & McDonald, 2012). Lans, Blok and Wesselink (2014) have pointed out that sustainable and proactive entrepreneurs are in higher demand in higher education sector now than ever before.

Ho₃: There is no relationship between proactive marketing and institutional performance of state-owned tertiary institutions in Rivers State.

Entrepreneurial Marketing and Institutional Performance

Marketers manage their brand image to increase consumer purchase intention and command favorable behavior towards the firm's brand (Fink, Koller, Gartner, Floh & Harms, 2020). Entrepreneurship and marketing synergies are presumed to jointly bring about improvement in the performance of business, therefore, entrepreneurial marketing pose a positive impact on the firm's overall performance (Sole, 2013). Entrepreneurial marketing implies that a firm can be both market-oriented and entrepreneurially-oriented thereby allowing for the navigation of different market conditions where market-oriented strategies are more useful in a static environment and entrepreneurially-oriented strategies are preferred in volatile market environments all geared towards superior performance (Morrish, 2011).

In Europe, entrepreneurship is still insufficiently reflected in educational policies despite the growing awareness creation on the implementation of entrepreneurial techniques by numerous theorists across the

globe through the promotion of entrepreneurial skills to facilitate the creation of new opportunities from studies and researches (Bellotti, Berta, De Gloria, Lavagnino, Dagnino, et al 2012). The intense Competition among institutions have led to a situation where trust in the standard of higher education is no longer a sufficient requisite to guarantee quality, but transparent and credible initiatives capable of projecting the institution's image nationally and internationally and enable student and labour mobility (Kettunen, 2008)

Existing studies have found that organizations that adopt entrepreneurial marketing will experience significant corporate performance (Kyari, 2020; Sadiku-Dushia, Dana & Ramadani, 2019; Sole, 2013). Morrish (2011) maintain that entrepreneurial marketing is a strategic tool for use in gaining competitive advantage and superior performance. Previously, authors have used indicators such as excellence, value and quality, etc. to measure institutional performance (Kettunen, 2008; Pounder, 2000). In this study, institutional performance is measured by the number of foot traffic and brand strength of tertiary institutions.

Foot traffic refers to the number of buyers that are likely to access a sales outlet. It is pertinent to state here that foot traffic does not define the actual population of buyers or number of customers of an organization, however, there is this believe that the more the number of foot traffic to a store, the more likely it is for a prospect to be converted into a customer either through impulse buying or consciously planned purchase. Foot traffic in this context will include the aggregate number of students that are likely to visit the institutions (online and offline) or walk into the school premises. Events such as games and exhibitions can

attract visitors who may likely be future customers/ clients to the institution Bellotti, Berta, De Gloria, Lavagnino, Dagnino, et al, 2012).

Foot traffic precedes customer traffic which refers to the actual flow of customers into a store, i.e. foot traffic can lead to customer traffic over time. A typical example of transition from foot traffic to customer traffic can be likened to this scenario: a young lady that was invited for her cousin's convocation can fall in love with the institution to an extent that she makes the institution in her first choice when she writes JAMB the following year. Now, her interest in the school and her decision to be a student of the institution emanated from her visit to the school on the occasion of her cousin's convocation. Her visit to the school is foot traffic, peradventure she passes JAMB examination and is given admission, it becomes customer traffic.

More so, brand strength depicts how strong, popular and dependable a brand is. A brand can be seen as a firm's resource, and most importantly, a creative tool that creates value in the mind of the customer (He & Calde, 2020). Brand strength depicts quality, and is very crucial in attracting consumer attention, creating first impressions, and serves as a guide for product evaluations (Page & Herr, 2002). This study aimed at investigating how entrepreneurial marketing can impact on institutional performance by attracting more number of students to an institution and also by guaranteeing brand strength.

Methodology

This paper aimed at examining the relationship between entrepreneurial marketing and institutional performance of state-owned tertiary institutions in Rivers State. It is therefore a correlational study

involving field survey data. Interview data generated from field survey and monkey survey from online respondents were imported, coded and analyzed using Nvivo Pro analytical tool. Field notes were taken during the interview and where necessary, extended notes were added. Multiple semi-structured interview guides were constructed to capture vital issues/ questions that bothered on the dimensions of entrepreneurial marketing as they relate to institutional performance of the studied state-owned tertiary institutions in Rivers State. This method agrees with Griffiee (2005).

Analysis and Discussion

This study builds majorly on qualitative data with 54 tape records and field notes analyzed interviews from top management staff of the six state-owned tertiary institutions in Rivers State, namely; Rivers State University, Nkpolu; Ignatius Ajuru University of Education, Rumuolumeni; Kenule Beeson Saro-Wiwa Polytechnic, Bori; Captain Elechi Amadi Polytechnic, Rumuola; Rivers State College of Health Science and Technology, Rumueme and Rivers State School of Nursing Port Harcourt



Figure 1: Word cloud from Nvivo Pro analytical tool.

The output of the word cloud above revealed over 60 top most popular words with innovative marketing assuming the most prominent posture with the highest frequency. Others include creativity,

customer-centric, and self-efficacy gaining higher frequency and relevance. This is an indication that most respondents agreed in strong terms that innovative marketing can be used to achieve institutional performance

in the studied higher institutions of learning in Rivers State. This equally reiterates the frequency and relevance of these words in the context of entrepreneurial marketing and institutional performance.

Giving the outcome of the study, the earlier stated null hypotheses are hereby rejected, and we conclude by stating the alternate hypotheses, that;

Ha₁: There is a relationship between innovative marketing and institutional performance of state-owned tertiary institutions in Rivers State.

Ha₂: There is a relationship between creative marketing and institutional performance of state-owned tertiary institutions in Rivers State.

Ha₃: There is a relationship between proactive marketing and institutional performance of state-owned tertiary institutions in Rivers State.

Conclusions

Based on the findings of the study, the following conclusions were made.

1. Entrepreneurial marketing is a very important tool that builds self-reliance and self-efficacy in graduates of the studied institutions in the face of the reality of unemployment that greets Nigerian graduates upon graduation, giving them an edge over others in the society.
2. Innovative marketing is a very essential strategy adopted by state-owned tertiary institutions in Rivers State for superior performance.
3. The studied state-owned tertiary institutions maintained that creativity is a driver of institutional performance especially in institutions that are customer-centric.

Recommendations

Based on the above conclusions, the study recommends as follows. That;

1. Innovative marketing strategies should be adopted in tertiary institutions that seek to experience institutional performance.
2. Higher institutions of learning in Nigeria should strive to be customer-centric by rolling out creativity-based programs geared towards optimum customer satisfaction.
3. Nigeria education system should incorporate entrepreneurial marketing programs in its curriculum to enable graduates become self-employed and self-reliant upon graduation so that the dreaded monster of unemployment bedeviling the Nigerian state can be partly solved.

References

- Adel, H. M., Mahrous, A. A. & Hammad, R. (2020). Entrepreneurial marketing strategy, institutional environment, and business performance of SMEs in Egypt. *Journal of Entrepreneurship in Emerging Economies*, 12 (5), 727–746.
- Basha, M. B., Ghafar, A., Alzarooni, M. A., Alzoubi, H. M., Ghazal, T. M & Alshurideh, M. T. (2023). Entrepreneurial marketing strategy and customer loyalty: An empirical evidence from coffee shops. *Corporate & Business Strategy Review* 4(1), 182-188.
- Becherer, R. C., Helms, M. M. & McDonald, J. P. (2012). The Effect of Entrepreneurial Marketing on Outcome Goals in SMEs. *New England Journal of Entrepreneurship*, 15(1/3), 1-13.

- Bellotti, F., Berta, R., De Gloria, A., Lavagnino, E., Dagnino, F., et al (2012). Designing a Course for Stimulating Entrepreneurship in Higher Education through Serious Games. *Procedia Computer Science* 15, 174 – 186
- Collinson, E. & Shaw, E. (2001). Entrepreneurial marketing: a historical perspective on development and practice, *Management Decision*, 39(9), 761-766.
- Damiasih, D. (2025). Innovative Marketing Strategies for Sustainable Tourism Development: A Literature Review. *Golden Ratio of Marketing and Applied Psychology of Business*, 5(1), 246-257.
- Eneji, M. A., Mai-Lafia D. & Weiping, S. (2013). Socio-economic impact of graduate unemployment on Nigeria and the vision 20:2020. *International Journal of Development and Sustainability*, 2(1), 148-176.
- Fink, M., Koller, M., Gartner, J., Floh, A. & Harms, R. (2020). Effective entrepreneurial marketing on Facebook – A longitudinal study. *Journal of Business Research* 113, 149-157
- Griffiee, D. T. (2005). Research tips: interview data collection. *Journal of Developmental Education*, 28(3), 36.
- Hadiyati, E. & Hendrasto, F. (2021). Entrepreneurial Marketing Strategy of Micro, Small and Medium Enterprises in Pandemic Covid-19 Era. *International Journal of Economics and Business Administration*, IX(2), 178-191.
- Haghighinasab, M., Sattari, B., Ebrahimi, M. & Roghanian, P. (2013). Identification of Innovative Marketing Strategies to Increase the Performance of SMEs in Iran. *International Journal of Fundamental Psychology and Social Sciences*, 3(2), 26 -30.
- He, J. & Calde, B. J. (2020). The experimental evaluation of brand strength and brand value. *Journal of Business Research*, 115, 194-202.
- Hills, G. E., Hultman, C. M. & Miles, M. P. (2008). The Evolution and Development of Entrepreneurial Marketing. *Journal of Small Business Management*, 46(1), 99–112.
- Jones, B. (2010). Entrepreneurial marketing and the Web 2.0 interface. *Journal of Research in Marketing and Entrepreneurship*, 12(2), 143-152
- Kettunen, J. (2008). A conceptual framework to help evaluate the quality of institutional performance. *Quality Assurance in Education*, 16(4), 322-332.
- Kilenthong, P., Hills, G. E. & Hultman, C. M. (2015). An empirical investigation of entrepreneurial marketing dimensions. *Journal of International Marketing Strategy*, 3(1), 1-18
- Kraus, S., Harms, R. & Fink, M. (2010). Entrepreneurial marketing: moving beyond marketing in new ventures. *International Journal of Entrepreneurship and Innovation Management*, 11(1), 19-34.
- Kyari, A. K. (2020). The impact of entrepreneurship education on financial performance of graduate entrepreneurs. *Journal of Entrepreneurship Education*, 23(1), 1-11.

- Lans, T., Blok, V. & Wesselink, R. (2014). Learning apart and together: towards an integrated competence framework for sustainable entrepreneurship in higher education. *Journal of Cleaner Production*, 62, 37-47.
- Martin, D. M. (2009). The entrepreneurial marketing mix. *Qualitative Market Research: An International Journal*, 12(4), 391-403.
- Matsuno, K., Kohlbacher, F. (2020). Proactive marketing response to population aging: The roles of capabilities and commitment of firms. *Journal of Business Research*, 113, May, 93-104.
- Miles, M., Gilmore, A., Harrigan, P., Lewis, G. & Sethna, Z. (2015). Exploring entrepreneurial marketing. *Journal of Strategic Marketing*, 23(2), 94-111.
- Morris, M. H., Schindehutte, M. & LaForge, R. W. (2002). Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives. *Journal of Marketing Theory and Practice*, 10(4), 1-19.
- Morrish, S. C. (2011). Entrepreneurial marketing: a strategy for the twenty-first century? *Journal of Research in Marketing and Entrepreneurship*, 13(2), 110-119.
- Morrish, S.C. & Jones, R. (2020). Post-disaster business recovery: An entrepreneurial marketing perspective. *Journal of Business Research*, 113, 83-92.
- Nabi, G., Liñan, F., Fayolle, A., Krueger, N. & Walmsley, A (2017). The impact of entrepreneurship education in higher education: a systematic review and research agenda. *Academy of Management Learning & Education*, 16(2), 277-299.
- Page, C. & Herr, P. M. (2002). An Investigation of the processes by which product design and brand strength interact to determine initial affect and quality judgments. *Journal of Consumer Psychology*, 12(2), 133-147.
- Peattie, K. & Belz, F. (2010). Sustainability marketing: an innovative conception of marketing. *Marketing Review St. Gallen*, 5, 8-15.
- Polas, M. R. H. & Raju, V. (2021). Technology and Entrepreneurial Marketing Decisions During COVID-19. *Global Journal of Flexible Systems Management*, 22(2), 95-112.
- Pounder, J. S. (2000). Evaluating the relevance of quality to institutional performance assessment in higher education. *Evaluation*, 6(1), 66-78.
- Sadiku-Dushia, N., Dana, L. & Ramadani, V. (2019). Entrepreneurial marketing dimensions and SMEs performance. *Journal of Business Research*, 100, 86-99.
- Sole, M. (2013). Entrepreneurial marketing: conceptual exploration and link to performance. *Journal of Research in Marketing and Entrepreneurship*, 15(1), 23-38.
- Sewell, P. J. & Dacre Pool, L. (2010). Moving from conceptual ambiguity to operational clarity: Employability, enterprise and entrepreneurship in higher education. *Education + Training*, 52 (1), 89-94.
- Stokes, D. (2000). Putting Entrepreneurship into Marketing: The Processes of Entrepreneurial Marketing. *Journal of Research in Marketing & Entrepreneurship*, 2(1), 1-6.

Taatila, V. P. (2010). Learning entrepreneurship in higher education.

Education + Training, 52(1), 48-61.