

## **ENTREPRENEURIAL MARKETING RISK MANAGEMENT AND ORGANIZATIONAL COMPETITIVENESS OF QUOTED INDUSTRIAL GOODS MANUFACTURING FIRMS IN NIGERIA**

<sup>1</sup>Dick, Diepriye I.J. Ph.D and <sup>2</sup>Barr. Bernard Nwekeela, Ph.D

<sup>1</sup>Department of Marketing, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria, <sup>2</sup>Department of Marketing, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt, Nigeria

Email: [benonyedi@yahoo.com](mailto:benonyedi@yahoo.com), [dickdiepriye@yahoo.com](mailto:dickdiepriye@yahoo.com)

### **ABSTRACT**

*This study investigated the impact of entrepreneurial marketing risk management on organizational competitiveness in the context of quoted industrial goods manufacturing firms in Nigeria. The study adopted a cross sectional survey research design with the use of explanatory research design and with a causal investigation. The population of the study was the ten (10) quoted industrial goods manufacturing firms in Nigeria. This population was fully sampled. Six (6) managers from marketing, production, finance, human resources sales and the general manager in each firm constituted the respondents of the study. Hence, sixty (60) managers, made up the respondents of the study. The study employed primary data. Primary data was used with a thirty nine item questionnaire covering the dimensions and measures of entrepreneurial marketing orientation and organizational competitiveness respectively. Sixty copies of the questionnaire were distributed and forty nine (49) copies returned and after editing forty four (44) copies were finally used for the study representing 73% of the total number of questionnaire distributed. The study employed both univariate descriptive statistics and bivariate inferential statistics. The univariate descriptive statistics that were used are frequencies, percentages, mean, standard deviation, the variance and the bar chart. The bivariate statistics that was used for the study is the simple regression analysis. These statistics were used with the aid of the statistical package for social sciences (SPSS) version 22.0. The findings of the study indicates that entrepreneurial marketing innovativeness has positive and significant impact on the measures of organizational competitiveness; productivity, value creation and new market exploration. We therefore conclude that, entrepreneurial marketing risk management significantly improves organizational innovativeness. The study recommends that, the quoted industrial good manufacturing firms in Nigeria should adopt a risk management framework that should mitigate potential losses in the market. This will enhance their competitiveness in the industry. The companies should embark on calculated risk management in their value delivery chain. This will enhance the firms competitiveness in the market. The industrial goods manufacturing firms which are quoted should always carryout risk analysis and decision making in project/market selection, product development etc. This will enhance the firms competitiveness both in the domestic market and the global market space.*

**Keywords: Entrepreneurial Marketing, Risk Management, Organizational Competitiveness, Quoted Industrial Goods, Manufacturing Firms, Nigeria**

### **INTRODUCTION**

The Nigerian economy is made up of several industries or sectors which are agriculture, financial services, health-care, transportation, information and communication technologies, real estate, education, manufacturing, oil and gas etc (George & Ibiok, 2015). Each of these sectors contributes relatively to the growth and development of the national economy. The manufacturing sector is not an exception as it is very laudable in driving the nation's economy as it deals with the production of goods and services in order to meet both domestic and foreign

markets demand (Oke & Ogunsanwo, 2018). Hence, in order to achieve economic growth, the manufacturing industry must be given critical attention alongside other industry-sectors of the Nigeria nation.

The manufacturing industry in Nigeria is comprised of different sub-sectors ranging from chemical and pharmaceutical, industrial goods/building material, fast moving consumer goods (FMCG), etc. these sectors harness resources in the form of raw materials and other factor inputs; land, labour, capital and management in order to produce goods and services for the Nigerian and oversea markets (Sanusi, 2011). Therefore, the manufacturing industry is the driver of all economies be it developed or emerging markets. The industry helps to reduce poverty through the employment of the citizenry by improving the average standard of living in the nation (Sola Obamuyi, Adekunjo & Ogunleye, 2013). Thus, a nation's industrial development is largely dependent on the manufacturing sub-sector of the economy.

The Nigerian government over-dependence on the oil and gas sector as a main source of foreign exchange has given poor attention to the real economy. The nation's industrialization bid is slow coupled with the attendant advantages of globalization and trade liberalization, the Nigerian manufacturing companies including the industrial goods firms cannot play significantly both in the domestic market and the global market place (Ebang & Udo, 2009; Essia, 2012). The nation's industrial goods manufacturing firms cannot produce adequately to meet domestic and foreign market demand due to several institutional and environmental challenges such as infrastructure, access to credit, lack of managerial competence and skilled manpower shortage etc (Deloitte, 2014; Allege & Okodua, 2014). Thus, these challenges can be tackled by employing the right managerial processes to enhance the performance and competitiveness of Nigeria's industrial goods manufacturing companies quoted on the floor of the Nigerian stock exchange (Dimwobi, Ekesiobl & Mgbemena, 2016).

The challenges facing quoted industrial goods companies in Nigeria should be tackled by creating organizations with entrepreneurial marketing behaviours (Olalekan, 2010; Schilo, 2011; George & Marino, 2011; Feder, 2015). Entrepreneurial marketing is simply the strategic posture of entrepreneurship in marketing. It is the integration of entrepreneurship and marketing. Therefore, entrepreneurial marketing exhibits the combined characteristics and behaviours of entrepreneurship and marketing which is used by small, medium and large organizations to confront dynamic and ever-changing business environment (Mehran & Morteza, 2013; Olannye & Eromafuru, 2016).

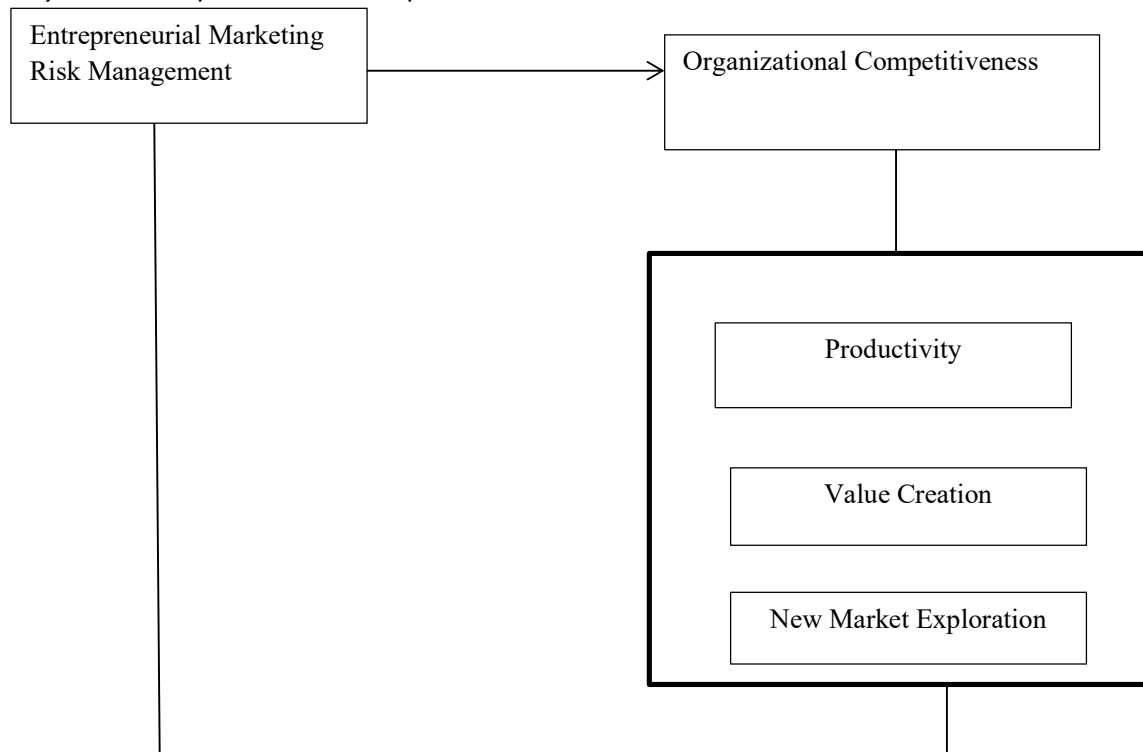
Entrepreneurial marketing is the employment of factors of production such as land, labour, capital and management in order to proactively identify, explore and exploit opportunities by creating value for the acquisition and retention of profitable customers (Kowalik, 2016; Mehran & Morteza, 2013). The entrepreneurial marketer in order to produce valuable goods and services for the market, leverages resources known as factors of production, which are superior relative to the competitors' resources. The focus is to provide superior products and services to the customers in order to earn sustainable competitive advantages.

Since organizational competitiveness focus on the superiority by which firms produce goods and services and related functions when compared to other companies in the market place (Onyemenam, 2004). Hence, entrepreneurial marketing is the strategic resource for managing markets and successful businesses in the face of the competition in the global market place. Managers of organizations irrespective of size and age of companies should leverage entrepreneurial marketing for the successful operations of their institutions (Kraus et al., 2011; Olannye & Eromafuru, 2016). Thus, entrepreneurial marketing orientation implemented by firms

enhance business performance. However, the causal relationship between entrepreneurial marketing orientation and organizational competitiveness, the moderating influence of cost of credit on the relationship in the context of quoted industrial goods manufacturing firms in Nigeria was neglected by previous empirical studies. To eliminate these gaps, the researcher developed the curiosity to investigate the impact of entrepreneurial marketing orientation on organizational competitiveness and the moderating influence of cost of credit on entrepreneurial marketing orientation and organizational competitiveness of quoted industrial goods manufacturing firms in Nigeria.

### **Study Variables and Conceptual Framework**

The independent or predictor variable of this study is entrepreneurial marketing risk management. This construct is considered as a unidimensional construct (Mehran & Morteza, 2013). Thus, the dependent or criterion variable is organizational competitiveness which is divided into three measure; productivity, value creation and new market exploration (Vilani, 2016). The conceptual model is depicted thus.



**Fig. 1** Conceptual framework of the impact of entrepreneurial marketing risk management on organizational competitiveness

**Source:** Mehran & Morteza (2013); Vilani (2016)

### **Literature Review**

#### **The Concept of Entrepreneurial Marketing Risk Management**

Managing risk is important to all firms of business, industries or sectors. Managers in the workplace should manage both enterprise and environmental risks in order to survive the organization in today's ever-changing business environment which present both opportunities and threats (Mehran & Morteza, 2013). As opportunities present themselves in the market, managers are expected to take rational and calculated risks which are measurable in order to take advantage of the emerging opportunities. Lack of a sound risk management framework in

the workplace may lead to corporate or institutional failure. Effective risk management framework guide managers to make significant analysis of every venture before committing resources to projects. This will mitigate loss or failure as well as leading the organization to survival (Olannye & Eromafuru, 2016). Thus, investment in new product or service offerings, new technologies in the industry, new market exploration etc may lead to loss through wrongful and irrational calculation of potential risks. As companies go after these opportunities, managers should possess the right technical solving capabilities and decision analysis skills. This will help management to make the right choices for resource allocation among projects (Hacioglu *et al.*, 2012).

According to Hacioglus *et al* (2012), calculated risk-taking is the ability of an organization to make significant investment with probability of failure or success. Investment decisions relating to marketing and non-marketing business activities in the workplace should be calculated in a rational way and resources should be optimally allocated to these activities in order to minimize loss and achieve marketing and business success. "Entrepreneurial marketing defines an explicit role for marketing in managing the firm's risk profile" (Hacioglus *et al.*, 2012:873). Thus, the existence of risk cannot be avoided in business especially, when companies are scrambling to take advantage of emerging opportunities by deploying resources to achieve the advantages. Most times, achieving the benefits or opportunities are not certain due to inherent risk factors (Rashad, 2018). It is therefore, imperative for managers to subject every venture to risk analysis and decision making.

The entrepreneurial marketing management when developing new product or service in an existing market or when entering a new market with existing products and services should carry out risk management analysis inherent in originating and managing the products and the risk associated with the markets. The essence is for management to make rational choices in the allocation of scarce resources in order to achieve successful business performance while mitigating risk related losses in the execution of entrepreneurial marketing programmes (Rashad, 2018). Thus, the organization which is entrepreneurial marketing oriented is not a gambler but the firm is rational in taking calculated risks in products and markets that are uncertain. Therefore, commitment of resources to achieve these market opportunities should be rationally made by the management of the organization. Studying the market and understanding the customer usually help in risk management especially, market-based risk analysis. We will therefore, discuss customer focus as a dimension of entrepreneurial marketing orientation.

### **The Concept of Organizational Competitiveness**

The business environment is becoming more dynamic and ever changing. Industries are now in a state of high competition among players. This foregoing is largely due to globalization and liberalization of markets which has made the world a common market place being driven by information, communication and transportation technologies (Opara & Adiele, 2014; Kimemia, Gakure & Waititu, 2014). An organization can only survive if it can be competitive in the market. For an organization to be a significant player in its chosen industry, it must have competitive advantage by providing more economic values that are superior in the market relative to competing firms in the industry (Kimemia, Gakure & Waititu, 2014).

Today, most industries in Nigeria and other developed or emerging markets are experiencing high competition among domestic companies and multinational firms. The competitive focus organization will adopt wide-ranging business strategies to attain superiority among its peers in the market or industry-sector. Competitiveness of an organization implies economic strength of a company relative to the competition in the industry. It constitutes a laudable objective of a firm in the present context of globalization and shift in technologies (Claude, 2018). According to the

scholar, organizational competitiveness is the ability of a company to create superior economic value than the competition in the industry. The definitions encompass the firm's ability to design, manufacture and market products and services which are superior to the offerings of the competition. Firm competitiveness is also the steady presence of a company and its offering in the market, making of business success such as productivity and profitability (Claude, 2018).

According to Johansson (2003), competitiveness could be defined as a company offering better value, high quality or low prices to the market. The organization can achieve competitive advantage by erecting robust organizational structure, business processes and support systems. Organizational competitiveness is the deliberate efforts of firm's leaders to continuously improve their processes for innovation, creativity and productivity in order to outperform the closest competitors in the market (Johansson, 2003; Kotler & Keller, 2012). Thus, there are some competitiveness factors in the industry that will lead a firm to competitive advantages and subsequently drive the organization to performance. These factors are internal knowledge and competency development, technological leadership, new product or service introduction and new market exploration among other factors (Okereafor, Ogungbangbe & Anyanwu, 2015).

Organizational competitiveness is also underscored by a company having comparative advantages in the areas of productivity, human capital, finance, research and development, marketing and distribution compared to peer institutions in the industry or market (Olamade, 2015). Hence, an organization to attain competitiveness, the company should have superiority in the foregoing variables relative to competing firms in the industry. The companies should always nurture and develop these factors with a view to ensuring that these factors are superior to the competition's internal resources. This is the premise upon which the organization can attain competitiveness and earn above average return in the industry (Atkin, 2013; Dedkova & Blazkova, 2014).

Competitiveness is the means and ways by which companies strive to survive in the world of business. For the organization to survive, it must set priorities for competition in the market place. Some of these priorities that set the company outstanding are; reduction of product or service delivery time, quality products, quality services, low price or low cost products (Roman et al., 2012). Thus, these output varieties are made possible with the efficient use of organizational resources such as human capital, financial resources, organization and structure, information and communication technology etc (Dedkova & Blazkova, 2014).

Organizational competitiveness is also made possible when companies introduce new production technologies that are efficient in relationship to cost and time and the development of high-quality products for the market (Ku, Mustapha & Goh, 2010). Hence, those technologies that are cost and time saving in the production of merchandise will help to produce competitive advantage for firms. Thus, "a firm could be competitive and create value in the market more than its rivals when it has harmony with environmental factors and has a good position in its internal determinants" (Kazemi *et al.*, 2019:2). The implication of this is that when environmental factors like the economy, policies, legal and cultural dimensions etc are working in favour of the organization together with sound internal resources, the company has good leverage to be competitive in the market place. However, a robust organizing system will yield better competitive advantages for the firm (Roman et al., 2012).

Competitiveness of the firm in the industry or market place come with some salient factors which help to drive the competitive advantage of an entity (Kimemia, Gakure & Waititu, 2014). Hence, there are some measures or key indicators of organizational competitiveness. We will now turn

to discuss these measures of organizational competitiveness by looking into the operational definitions of various scholars in the literature.

### **Entrepreneurial Marketing Risk Management and Organizational Competitiveness**

Risk-taking and management is an important characteristic of entrepreneurial marketing which help management to take rational and calculated risk for business survival. If the organization is risk averse as against risk prone, such organization may not take advantage of latent business opportunities. Hence, calculated risk management usually lead to business success. On the basis of this, Wambugu *et al* (2015), studied the relationship between risk taking and firm performance in the context of SMEs in the agro-processing industry in Kenya. The study employed the T-test statistics and the structural equation modeling and the findings of the study is that risk taking has positive and significant influence on workplace performance in the context of small and medium size companies operating in the agro-processing industry in Kenya.

In managing competition in an industry, corporations are expected to take same business risks in order to be ahead of the competition. This is supported with the empirical study of Kijucikov, Belas & Smicka (2016), the scholars investigated the role of risk-taking and competitive aggressiveness in management of small and medium scale companies in the Czech Republic. The study made use of Pearson product moment correlation and the findings of the study is that rational and calculated risk taking and competitive aggressiveness have positive and significant influence on the management of small and medium size companies in the Czech Republic.

Risk management in the workplace brings about corporate sustainability. The works of Nwankwo *et al* (2016), is highly instructive to this proposition. The authors examined the impact of risk management on company's learning and resilience as antecedents to corporate sustainability of small and medium size firms in Nnewi, Anambra State, Nigeria. The study made use of Spearman rank order correlation to measure the significance levels among variables. The findings of this empirical works is that risk-taking has positive and significant association with workplace learning and resilience of SMEs in the manufacturing industry in Nnewi, Anambra State of Nigeria.

Managing risk in the workplace enhance some performance outcomes relatively. Olaniran, Nanusonye & Muturi (2016), carried out study on the role of risk taking on the performance of organizations quoted on the floor of the Nigerian stock exchange. The scholars made use of fixed regression analysis to ascertain the causal relationships among the variables. The result of the study indicates that, entrepreneurial orientation implementation has positive relationship with enterprise performance. However, the study further showed that risk taking have negative relationship with the firm's financial indicators of return on asset and return on equity.

Rational risk-taking decisions at work improves corporate growth. This foregoing is highly supported with the works of Peng (2015), the author investigated the impact of risk taking on organizational growth using regression analysis model. The findings of the study is that, calculated risk management statistically has positive and significant impact on company growth and organizational earnings. Thus, in seasons of economic recession, risk management has positive relationship with firm's earnings and smaller cash flow problems are linked to risk-prone organizations as against institutions that are risk averse. Hence, during credit crisis, risk averse companies have big cash flow shortfalls (Peng, 2015).

Financial constraints, risk management and organizational performance have relationship in the workplace. Boermans & Willebrands (2012), examined financial constraints, risk-taking and company performance in the context of microfinance clients in Tanzania. The authors employed ordinary least square regression model and the result of the study indicates that, an organization

access to funds or finance and risk taking perception and management improves organizational performance in the context of microfinance clients in Tanzania.

Entrepreneurial marketing orientation should be augmented with risk perception for workplace performance. Boermans, Willebrands & Landen (2017), studied the concepts of entrepreneurship, risk perception and firm performance of entrepreneurs from Tanzania. The study leverages the methods of ordinary least square regression analysis. The findings of this study are that, entrepreneurial marketing orientation enhance company's performance. Again, risk taking perception of a firm lead to organizational performance. Thus, risk perception help firm's leaders to study the risk environment and take decisions that will control risks. It was discovered that most companies' poor performance in their industries is due to weak risk perception of the management.

The management of risk in an organization help to create value for the business stakeholders. Torben & Oliviero (2012), investigated the relationship between risk management and value creation. The scholars made use of regression analysis on panel data in order to ascertain the level of significance among the variables of study. The finding of the study is that, risk management has positive and significant relationship with value creation for organization's stakeholders; shareholders, employees, customers, suppliers/distributors, government and the publics. From the expositions above, calculated risk management and perception of quoted manufacturing firms in Nigeria will enhance organizational competitiveness of such firms.

## **METHODOLOGY**

This study employed a quantitative research method, the research design is cross sectional with explanatory or hypotheses testing research design. The population of the study was three ten (10) quoted industrial good manufacturing firms listed on the floor of the Nigerian stock exchange. This study carried out a census study, were the population was fully sampled. However, six managers from marketing, production, finance, human resources, sales and the general manager in each of the company to whom questionnaire were administered constituted the respondents of the study. Sixty copies of the questionnaire were distributed to the managers, six (6) copies to each organization's managers. The study employed a 39 item questionnaire which was validated through pilot study. The study instrument is realistic and valid. Data was analyzed with the help of univariate descriptive statistics and bivariate inferential statistics with the aid of the statistical package for social sciences (SPSS) version 22.0.

## **Data Presentation and Analysis**

### **Data Presentation**

**Table 1** Demographic Information of Respondents

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Questionnaire Distributed	60	100
Questionnaire returned	49	82
Questionnaire valid and used	44	73
<b>Gender of Respondents</b>		
Male	28	64
Female	16	36
<b>Total</b>	<b>44</b>	<b>100</b>
<b>Age of Respondents (Years)</b>		
21-38	8	18
39-49	15	34
50-59	21	48
<b>Total</b>	<b>44</b>	<b>100</b>

<b>Marital Status</b>		
Single	7	16
Married	37	84
<b>Total</b>	<b>44</b>	<b>100</b>
<b>Educational Status</b>		
HND/1 <sup>st</sup> Degree	29	65
Master's Degree	13	30
Ph.D	2	5
<b>Total</b>	<b>44</b>	<b>100</b>
<b>Working Experience (years)</b>		
11-15	7	16
16-20	18	41
21-25	9	20
26-29	10	23
<b>Total</b>	<b>44</b>	<b>100</b>

**Source:** Research Data, 2022

Table 4.1 explained the demographic information of the respondents. From the table, the researcher distributed sixty (60) copies of the questionnaire to the respondents, from the returned questionnaire only forty four (44) copies were validly used after coding, editing and data cleansing which represent seventy three percent (73%) of the total number of questionnaire distributed to the respondents. The gender distribution indicates that 28 managers were men representing 64% of the total number of respondents while 16 respondents were female managers representing 36% of the total number of respondents. Thus, the industry is made up of more of male managers. About age distribution, eight (8) respondents fall in the age range of 21-38 years, fifteen (15) respondents were in the age range of 39-49 years while 21 respondents were in the age range of 50-59 years. Important to note that the industry is made up of more of young managers.

Furthermore, the marital status of the respondent managers revealed that seven (7) respondents were single representing 16% of the total number of respondents, 37 respondents were married, representing 84% of the total number of respondents. Again the quoted industrial goods manufacturing industry is made up of more of married managers. On the educational status of the managers 29 respondents representing 65% have HND/first degrees while 13 respondents representing 30% of the total number of subjects are master's degree holders. Only 2 respondents representing 5% of the total number of the respondents are Ph.D holders. Respondents of our study are highly educated with varied fields, business, technical, engineering etc. The subject of working experience revealed that 7 respondents representing 16% of the total number of respondents have worked for 11-15 years, 18 respondents representing 41% of the total number of respondents have worked for the period spanning 16-20 years. Nine (9) respondents representing 20% of the total number of respondents have worked for 21-25 years while 10 respondents representing 23% of the total number of respondents have worked for 26-29 years. Important to note that respondents have considerable number of years of working experience.

**Data Analysis****Calculated Risk-taking Impact on Productivity****Table 2 Model Summary for Calculated Risk-taking and Productivity**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.965 <sup>a</sup>	.932	.930	.892	

a. Predictors: (Constant), Calculated Risk-taking

**Source:** SPSS version, 22.0

Table 2 indicates the regression coefficient of (R = 0.965), which shows calculated risk-taking have very strong positive and significant impact on productivity of quoted industrial goods manufacturing firms in Nigeria. The model also revealed the coefficient of determination ( $R^2 = 0.932$ ), this means 93% of the changes or variations in productivity is accounted for by calculated risk-taking. The remaining 7% changes in the dependent variable which was not explained by this model were due to externalities or stochastic variables.

**Table 3 ANOVA for Calculated Risk Taking and Productivity**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	455.412	1	455.412	572.957	.000 <sup>b</sup>
	Residual	33.383	42	.795		
	Total	488.795	43			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Calculated Risk-taking

**Source:** SPSS version, 22.0

From Table 3 we have ANOVA for the variables, calculated risk-taking and productivity. From the table, we have a probability value of ( $p = 0.000$ ) which is less than the critical value of 0.05. Thus, this model predict productivity at  $F(1,42) = 572,957$ ,  $p < 0.05$ ,  $R^2 = 0.932$ . Thus, the regression model is a good fit of the data. Thus, calculated risk-taking statistically and significantly impact productivity of quoted industrial goods manufacturing firms in Nigeria.

**Table 4 Coefficient for Calculated Risk-taking and Productivity**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.609	.839		.726	.472
	Calculated Risk-taking	1.255	.052	.965	23.937	.000

a. Dependent Variable: Productivity

**Source:** SPSS version, 22.0

From Table 4 we have a standardized coefficient of 0.965 with a corresponding probability value ( $p = 0.000$ ) which is less than the critical value of 0.05. From this table we can derive the regression model as;

$$PR_3 = B_0 + B_1CR + \varepsilon \quad (1)$$

Thus, productivity is a function of calculated risk-taking of the quoted industrial goods manufacturing firms in Nigeria.

**Calculated Risk-taking Impact on value Creation****Table 5 Model Summary for Calculated Risk-taking and Value Creation**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.890 <sup>a</sup>	.792	.787	1.417	

a. Predictors: (Constant), Calculated Risk-taking

**Source:** SPSS Version, 22.0

Table 5 is the model summary for calculated risk-taking and value creation. The model reveals the regression coefficient (R) as R = 0.890 which indicates a positive and significant impact of calculated risk-taking on value creation of quoted industrial goods manufacturing firms in Nigeria. The coefficient of determination (R<sup>2</sup>) which is R<sup>2</sup> = 0.792 implies 79% of the changes or variations in the productivity of the firms was brought about by calculated risk-taking. The remaining 21% of the changes in the dependent variable were due to external factors which this model did not explain.

**Table 6 ANOVA for Calculated Risk-taking and Value Creation**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	320.272	1	320.272	159.444	.000 <sup>b</sup>
	Residual	84.364	42	2.009		
	Total	404.636	43			

a. Dependent Variable: Value Creation

b. Predictors: (Constant), Calculated Risk-taking

**Source:** SPSS Version, 22.0

Table 6 reveals a probability value of 0.000 which is less than the critical value of 0.05. Thus, this model predict value creation at  $F(1,42) = 159,444$ ,  $p < 0.05$ ,  $R^2 = 0.792$ . Hence, the regression model is a good fit of the data. Calculated risk-taking statistically and significantly impact value creation of quoted industrial goods manufacturing firms in Nigeria.

**Table 7 Coefficient for Calculated Risk-taking and Value Creation**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.033	1.334		-.024	.981
	Calculated Risk-taking	1.052	.083	.890	12.627	.000

a. Dependent Variable: Value Creation

**Source:** SPSS Version, 22.0

From Table 7, we have a standardized coefficient of 0.890 with a corresponding probability value ( $p = 0.000$ ) which is less than the critical value of 0.05. Therefore, there is significant impact of calculated risk-taking on value creation of quoted industrial goods manufacturing firms in Nigeria. From the model above, we can derive the regression equation as follows;

$$V_3 = B_0 + B_1CR + \varepsilon \quad (2)$$

Hence, value creation is a function of calculated risk-taking of the quoted industrial goods manufacturing firms in Nigeria.

**Calculated Risk-taking Impact on New Market Exploration**

**Table 8 Model Summary for Calculated Risk-taking and New Market Exploration**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939 <sup>a</sup>	.882	.879	1.401

a. Predictors: (Constant), Calculated Risk-taking

**Source:** SPSS Version, 22.0

Table 8 explained the model summary of calculated risk-taking and new market exploration. The model reveals the regression coefficient (R) at R = 0.939 which indicates a positive and significant impact of calculated risk-taking on new market exploration. The coefficient of determination (R<sup>2</sup>) reveals R<sup>2</sup> = 0.882 which shows that 88% of the variations or changes in the dependent variables; new market exploration is due to calculated risk management. However, 12% of the variations in the dependent variable was not explained by the model. This changes may be due to externalities or stochastic factors.

**Table 9 ANOVA for Calculated Risk-taking and New Market Exploration**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	614.278	1	614.278	312.914	.000 <sup>b</sup>
	Residual	82.450	42	1.963		
	Total	696.727	43			

a. Dependent Variable: New Market Exploration

b. Predictors: (Constant), Calculated Risk-taking

**Source:** SPSS Version, 22.0

Table 9 is the ANOVA table, the model reveals a probability (p) value of p = 0.000 which is less than the critical value of 0.05. However, the model predict new market exploration at F(1,42) = 312,914, p < 0.05, R<sup>2</sup> = 0.882. Therefore, the regression model is a good fit of the data. Calculated risk-taking statistically and significantly predict new market exploration of quoted industrial goods manufacturing firms in Nigeria.

**Table 10 Coefficient for Calculated Risk-taking and New Market Exploration**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	-6.749	1.318		-5.119	.000
	Calculated Risk-taking	1.458	.082	.939	17.689	.000

a. Dependent Variable: New Market Exploration

**Source:** SPSS Version, 22.0

From Table 10, we have a standardized coefficient of 0.939 with a corresponding probability (p) value of 0.000 which is less than the critical value of 0.05.. Hence, calculated risk-taking has significant impact on new market exploration of quoted industrial goods manufacturing firms in Nigeria. From the table above, the regression model can be derived thus;

$$N_3 = B_0 + B_1 \text{CRF} + \varepsilon \quad (3)$$

Hence, new market exploration is a function of calculated risk-taking of the quoted industrial goods manufacturing firms in Nigeria.

## **Discussion of Findings**

### **Impact of Innovativeness on Organizational Competiveness**

#### **Impact of Calculated Risk-taking on Productivity**

Management of risk is a laudable effort for the entrepreneurial marketing organization. The entrepreneurial marketing firm is not a gambler but a rational decision maker that must take calculated risk for the firm's productivity and performance. In fact, this is an important behavioural element of entrepreneurial marketing. Based on this premise, this study investigated the impact of calculated risk-taking on productivity of quoted industrial goods manufacturing firms in Nigeria. The study employed the regression analysis and the results of our findings revealed that the regression coefficient (R) is 0.965, the probability value is 0.000 which is less than the critical value. This result revealed that calculated risk-taking positively and significantly impact productivity of quoted industrial goods manufacturing firms in Nigeria. Again, the coefficient of determination ( $R^2$ ) is 0.932, this means 93% of the changes in productivity is brought about by calculated risk taking. The remaining 7% changes is due to externalities or stochastic variables.

The findings above are highly supported with previous research works in the literature. Wambugu *et al* (2015), study is highly supportive to our findings. The scholars studied the relationship between risk-taking and firm performance in the context of SMEs in the agro-processing industry in Kenya. The study employed the T-test statistics and the structural equation modeling. The finding of the study is that risk-taking has positive and significant influence on workplace performance in the context of small and medium size companies operating in the agro-processing industry in Kenya.

Furthermore, the study of Nanusonye & Muturi (2016), supports our research findings. These scholars carried out a study on the role of risk-taking on the performance of organizations quoted on the floor of the Nigerian stock exchange. The study made use of fixed regression analysis to ascertain the causal relationship among the variables. The findings of the study is entrepreneurial orientation has positive relationship with firm performance. Risk-taking brings about market performance such as productivity, sales but have inverse relationship with the firm's financial indicators of return on asset and return on equity. This relative result may be due to country specifics, culture or regions etc.

In the same vein, Boermans & Willebrand (2012), study corroborates with our findings. The scholars examined financial constraints, risk-taking and company performance in the context of microfinance clients in Tanzania. The authors employed ordinary least square regression model and the result of the study indicates that an organization access to funds or finance and risk-taking perception and management improves organizational performance in the context of microfinance clients in Tanzania. Thus, risk-taking perception of organization's leaders with rational risk management system improves productivity and lead to excellent business performance.

#### **Impact of Calculated Risk-taking on Value Creation**

The creation of value for the market or enterprise stakeholders depends on careful management of workplace activities including the presence of a risk management framework in the workplace. Managing markets and consistently creating value requires effective risk-management among other several factors. This study therefore investigated the impact of calculated risk-taking on value creation of quoted industrial goods manufacturing firms in Nigeria. This empirical investigation employed the regression analysis as our methods of investigation. The result of the study revealed the regression coefficient (R) as 0.890, the probability (p) value as 0.000 which is less than the critical value of 0.05. This reveals that, calculated risk-taking positively and significantly impact value creation. Again, the coefficient of determination ( $R^2$ ) is 0.792 which

means 79% of the variations or changes in value creation is brought about by calculated risk-taking. The remaining 21% changes in value creation is due to stochastic variables or external factors which the regression model did not explain.

The empirical research results and findings above are in agreement with several previous research works. The study of Kijucuikuru, Belas & Smicka (2016), is in corroboration with our findings. The scholars examined the role of risk-taking and competitive aggressiveness in the management of SMEs in the Czech Republic. The study employed Pearson product moment correlation and the findings of the study is that rational and calculated risk-taking and competitive aggressiveness have positive and significant influence on the management of SMEs in the Czech Republic.

In the same vein, Torben & Oliviero (2012) study is highly supportive. The authors investigated the relationship between risk management and value creation. The researchers made use of regression analysis on panel data in order to ascertain the level of significance among the variables of study. The finding of the study is that, risk management has positive and significant relationship with value creation for organization's stakeholders' shareholders, employees, customers, suppliers/distributors, government and the publics.

Furthermore, the empirical results of the impact of calculated risk-taking on value creation was also supported by the previous empirical works of (Boermans & Willebrands, 2012). The scholars examined financial constraints, risk-taking and company performance in the context of microfinance clients in Tanzania. The authors employed ordinary least square regression model and the result of the study indicates that risk-management improves organizational performance in the context of microfinance clients in Tanzania. Thus, managing risk at work significantly improves organization's value creation efforts this has been theoretically and empirically validated. The knowledge based theory of the firm is a laudable model, it is upon the knowledge based prescriptions that organizational skills for risk-management is anchored. The model is still functional and highly prescriptive based on our research findings.

### **Impact of Calculated Risk-taking on New Market Exploration**

Exploring new markets is a way of seeking growth for the organization. Institutions seeking growth in new market segment or a foreign market must analyze market risk and manage same or successful business operations. Following from this premise, this study investigated the impact of calculated risk-taking on new market exploration. The study employed regression analysis as methods of investigation and the result of the study revealed a regression coefficient (R) = at 0.939, the probability (p) value is 0.000 which implies that, calculated risk-taking has positive and significant impact on new market exploration. Again, the coefficient of determination (R<sup>2</sup>) is 0.882, meaning, 88% of the variations or changes in new market exploration is due to calculated risk management. However, 12% of the changes in new market exploration is associated with external factors which the model did not account for.

The findings above are highly supportive with previous empirical studies. The works of Kijucuikov, Belas & Smicka (2016), corroborates the findings of our study. This study investigated the role of risk-taking and competitive aggressiveness in management of small and medium scale companies in the Czech Republic. The study made use of Pearson product moment correlation and the findings of the study is that risk-taking enhance management of SMEs in Czech Republic. Again, the study of Nwankwo *et al* (2016), corroborates our research findings. The scholars studied the impact of risk-management on company's learning and resilience as antecedents to corporate sustainability of SMEs in Nnewi, Nigeria. The study

employed Spearman rank order correlation. The result of the study is that risk-taking has positive and significant association with workplace learning.

Furthermore, our research results and findings are also in agreement with the previous studies of Olaniran, Nanusonye & Muturi (2016), the scholars carried out an examination of the impact of risk-taking on the performance of quoted firms on the Nigerian stock exchange. Fixed regression analysis was used for the study and the result of the study indicates that risk-management improves organizational performance. In contrast, risk-taking has negative relationship with firm's return on asset and return on equity. Again, the empirical study of Torbe & Olivero (2012) is in line with our findings. The scholars examined risk management and value creation in the market. Regression analysis was employed for the study and the result indicates positive and significance among the variables of study.

Moreso, the study of Peng (2015), validates and strongly supports our empirical findings. The scholars investigated the construct of risk-taking and its impact on organizational growth with the aid of regression analysis. The findings of the study is that risk-taking and management statistically improves organizational growth and organizational earnings. Importantly, in seasons of economic recession risk management has positive relationship with firm's earnings and smaller cash flow problems are linked with risk-prone companies as against firms that are risk-averse. Hence, during credit crisis, risk-averse companies have big cash flow shortfalls. Thus, the findings of our research study is in agreement with (Rashad, 2018; Al-lawati, 2017; Kazemi *et al.*, 2019).

Importantly, calculated risk-taking positively and significantly impact productivity, value creation and new market exploration. Hence, calculated risk-taking positively and significantly impact organizational competitiveness of quoted industrial good manufacturing firms.

## **CONCLUSION**

This study investigated the impact of entrepreneurial marketing risk management and organizational competitiveness of quoted industrial good manufacturing firms in Nigeria. From the empirical results we conclude that entrepreneurial marketing risk management significantly improve organizational competitiveness of quoted industrial goods manufacturing firms in Nigeria. Again, entrepreneurial marketing risk management significantly enhance productivity, value creation and new markets exploration and bring about competitiveness of the quoted industrial goods manufacturing firms in Nigeria.

## **RECOMMENDATIONS**

The following recommendations are made

- i. The quoted industrial good manufacturing firms in Nigeria should adopt a risk management framework that should mitigate potential losses in the market. This will enhance their competitiveness in the industry.
- ii. The companies should embark on calculated risk management in their value delivery chain. This will enhance the firms competitiveness in the market.
- iii. The industrial goods manufacturing firms which are quoted should always carryout risk analysis and decision making in project/market selection, product development etc. This will enhance the firms competitiveness both in the domestic market and the global market space.

**REFERENCES**

- Atkinson, R.D. (2013). What really is competitiveness. *Information Technology and Innovation Journals*, 6(20), 50-59.
- Boermans, M. & Willebrands, D. (2012). Financial constraints, risk taking and firm performance: Recent evidence from microfinance clients in Tanzania. De Nederlandsche bank working paper. No. 309/November, 2012.
- Boermans, M., Willebrands, D. & Landen, D.L. (2017). Entrepreneurship risk perception and firm performance U.S.E discussion paper series. Retrieved online at <http://www.uvu.nl/12/12/2019>.
- Claude, R. (2018). Organizational factors and competitiveness: A case study of medium and large manufacturing enterprises in Rwanda. *Journal of Business and Financial Affairs*, 7(4), 354-360.
- Dedkova, J. & Blazkova, K. (2014). The competitive environment among companies in the Czech part of Curorejum. *Economic and Management*, 10(3), 86-99
- Deloitte, S. (2014). So, Nigeria is the largest economy in Africa. Now what? Why Nigeria CEO have to re-think their strategies. Retrieved online at <http://www.deloittetouch.com/4/11/2019>
- Dimnwobi, S.K., Ekesiobi, C.S. & Mgbemena, E.M. (2016). Creating, innovation and competences in Nigeria: An economic exploration. *International Journal of Academic Research in Economics and Management Sciences*, 5(3), 29-48.
- Ebang, F. & Udo, E. (2009). Industrial development and competitiveness in Nigeria: Patterns and policies. *Journal of Economics*, 10(4), 47-57.
- Essia, U. (2012). Business environment and competitiveness in Nigeria-consideration for Nigerian vision 2020. *International Research Journal of Finance and Economics*, 9(97), 44-54.
- Feder, E. (2015). International entrepreneurial orientation and performance of Romanian small and medium sized firms: environmental moderated relations. *Procedia Economics and Finance*, 32(11), 186-195
- George, B.A. & Marino, L. (2011). The epistemology of entrepreneurial orientation: conceptual formation, modeling and operationalization. *Entrepreneurial Theory and Practice*, 35(7), 99-102.
- George, U. & Ibiok, E.U. (2015). Sectoral contributions to Nigeria gross domestic product using a var approach. *Global Journal of Pure and Applied Sciences*, 21(6), 137-143.
- Hacioglu, G., Eren, S.S., Eren, M.S. & Celikkan, H. (2012). The effect of entrepreneurial marketing on firms' innovative performance in Turkish SMEs. *Social and Behavioural Sciences*, 58(9), 871-877.
- Johansson, J.K. (2003). *Global marketing, 3<sup>rd</sup> Edition*. Boston: McGraw Hill Irwin.

- Kamaruddean, A.M., Yusof, N.A. & Said, I. (2014). Innovation and innovativeness: Difference and antecedent relationship. Retrieved online at <http://www.researchgate.net> 24-07-2019.
- Kazemi, R.M., Nikrafter, H., Farsi, J.Y. & Dariani, M.A. (2019). The concept of international entrepreneurial orientation in competitive firms: A review and research agenda. *International Journal of Entrepreneurship*, 23(3), 1-10.
- Kijucukov, A., Belas, J. & Smrcka, L. (2016). The role of risk-taking and competitive aggressiveness in management of SMEs. *Polish Journal of Management Studies*, 14(1), 129-137.
- Kim, J., Kim, K.H., Garrett, T.C. & Jung, H. (2015). The contribution of firm innovativeness to customer value in purchasing behaviour. *Journal of Product Innovation Management*, 32(2), 201-213.
- Kimemio, P.N., Gakure, P.W. & Waititu, G.A. (2014). Influence of organizational competitiveness on the performance of manufacturing micro and small enterprises in Kenya. *Journal of Humanities and Social Sciences*, 19(1), 77-85.
- Kotler, P. & Keller, K.L. (2012). *Marketing management, 14<sup>th</sup> Edition*. New Jersey: Pearson Education Inc.
- Kowalik, I. (2016). The entrepreneurial marketing orientation of international new ventures: Conceptual model and research framework. *Chinese Business Review*, 14(3), 253-264.
- Kraus, S., Rigtening, J.P.C., Hugher, M. & Hosman, V. (2008). Entrepreneurial orientation and the business performance of SMEs: A quantitative study from the Netherlands. *Review of Managerial Science*, 6(2), 161-182.
- Ku, H., Mustapha, U.M. & Goh, S. (2010). A literature review of past and present performance of Nigerian manufacturing sector. *Journal of Engineering Manufacture*, 224(12), 1-33.
- Mehran, R. & Morteza, K. (2013). Prioritization of entrepreneurial marketing dimensions: A case of higher education institutions by using entropy. *Interdisciplinary Journal of Contemporary Research in Business*, 4(12), 297-306.
- Nwankwo, C.A., Ogamba, M.E., Anyanwu, S. & Onu, F.O. (2016). The impact of risk taking on organizational learning and resilience as antecedents to firm's sustainability. *International Journal of Novel Research in Marketing Management and Economic*, 3(2), 201-206.
- Oke, M.O. & Ogunsanwo, O.F. (2018). Contributions of the productive sectors to the Nigerian economic performance. *Canadian Social Sciences*, 14(6), 60-73.
- Okereafor, G., Ogungbangbe, B.M. & Anyanwu, A. (2015). Positioning Nigeria for global competitiveness in the 21<sup>st</sup> century: The policy imperatives. *International Journal of Management Science and Business Administration*, 1(10), 56-69.
- Olalekan, A. (2010). Strategic marketing orientation and performance: a case for synergistic merger effect of Nigeria banks. *European Journal of Scientific Research*, 42(2), 258-289.

- Olamade, O. (2015). Nigeria in global competitiveness comparison. *Journal of Economics and Development Studies*, 3(2), 146-158.
- Olaniran, O., Namusongo, G.S. & Muturi, W. (2016). The role of risk taking on performance of firms on Nigerian stock exchange. *International Journal of Research in Business Studies and Management*, 3(3), 36-42.
- Olannye, A.P. & Eromafuru, E. (2016). The dimension of entrepreneurial marketing on the performance of fast food restaurants in Asaba, Delta State, Nigeria. *Journal of Emerging Trends in Economics and Management Sciences*. 7(3), 137-145.
- Opara, B.C. & Adiele, K.C. (2014). Nigeria firm's international marketing preference and export determinants. *International Journal of Business and Management Studies*, 3(2), 313-320.
- Peng, X. (2015). Risk-taking and firm growth. The research institute of economy, trade and industry. Retrieved online at <http://www.rieti-goajp> 12/12/2019.
- Rashad, N.M. (2018). The impact of entrepreneurial marketing dimensions on the organizational performance within Saudi SME. *Eurasian Journal of Business and Management*, 6(3), 61-69.
- Roman, D.J., Piana, J., Lozano, M.S.P., Mello, N.R. & Eradmann, R.H. (2012). Organizational competitiveness factors. *Brazilian Business Review*, 9(1), 25-37.
- Sanusi, J.O. (2002). The evolution of monetary management in Nigeria and its impact on economic development. *CBN Bull*, 26(1), 1-19.
- Schillo, S. (2011). Entrepreneurial orientation and company performance: Can the academic literature guide manager? *Technology and Innovation Management Review*, 11(5), 20-25.
- Sola, O., Obamuyi, T.M., Adekunjo, F.O. & Ogunleye, E.O. (2013). Manufacturing performance in Nigeria: Implication for sustainable development. *Asian Economic and Financial Review*, 3(9), 1195-1213.
- Torbean, J.A. & Oliviero, R. (2012). Risk management and value creation. 5<sup>th</sup> international risk management conference, Rome, Italy, June 18-19.
- Vilani, S. (2016). Review of competitive advantage measurement: Reference on agric-business sector. *Journal of Scientific Research and Reports*, 12(6), 1-8.
- Wambugu, A.W., Gichira, R., Wanjau, K.N. & Mungatu, J. (2015). The relationship between proactiveness and performance of small and medium agro processing enterprises in Kenya. *International Journal of Economics, Commerce and Management*, 3(12), 58-67