

CHANGE MANAGEMENT AND ENTREPRENEURIAL MARKETING SUCCESS: CONCEPTUAL DIAGNOSIS AND PRESCRIPTIONS FOR FARMERS IN DEVELOPING NATIONS.

Bernard Nwekeala, Ph.D¹ & Dick, Diepriye I.J. Ph.D²

¹Department of Marketing, Faculty of Management Science, Ignatius Ajuru University of Education, Port Harcourt, Nigeria, ²Department of Entrepreneurship & Marketing, Faculty of Management Sciences, Federal University Otuoke, Bayelsa State, Nigeria.

¹E-mail: benonyedi@yahoo.com, 08036663899

²E-mail: dickdd@fuotuo.ke.edu.ng, 08033748452

ABSTRACT

This study investigated the relationship between change management and entrepreneurial marketing success, conceptual diagnosis and prescriptions for farmers in developing nations. The study's methodology is content analysis with systematic literature review. The theoretical underpinning for this study is the technology acceptance model. The concept of change management is the ability of management and employees to develop strategies so as to adapt to emerging changes within the organization and the external business environment. These changes may come in the form of new inventions/innovations, new business processes and technologies. Entrepreneurial marketing success is the progress experienced by the entrepreneur or business organizations in the light of known financial and non-financial measures. These entrepreneurial marketing success variables are market share growth, sales growth, profit growth, customer retention, employee retention, business expansion and shareholders' value maximization. Empirical studies of literature revealed a strong positive influence of change management on entrepreneurial marketing performance which is highly supported with studies. Thus, change management at work, positively and significantly improves entrepreneurial marketing success in a context specific of farmers in developing nations. The study concludes that, change management embraced by farmers at work, enhances their entrepreneurial marketing performance. We therefore recommend that, farmers in developing nations should embrace emerging change in the global agricultural food supply chain in the form of new technologies, modern farm machinery augmented with training of workforce. This will significantly improve the entrepreneurial marketing and business success of farmers in developing nations.

Keywords: change management, Entrepreneurial marketing, success, conceptual diagnosis, prescriptions, farmers, developing nations.

INTRODUCTION

Agriculture and food supply in any nation is critical to the wellbeing of individuals, family and society. An individual, family and society that is well feed will be of sound minds, energetic for productivity and production to drive individual, family, community and nations' growth and development (Fletcher 2019). Hence, technology for agricultural production and food supply chain is evolving and farmers in most developed economics are embracing these technological changes in food production and supply (Nature food, 2020). Thus, nations like the United States of America, United Kingdom, China, Canada, Tyland, Ukraine, Russia, Malaysia, South-Africa, Israel and Australia Singapone have embraced change and are seen managing all kinds of emerging changes in the global agricultural market and food supply chains (Giller, 2022;Green America, 2021). This change management behaviour has resulted into entrepreneurial marketing and farming business success of most developed or industrialized nations of the world (IDDRI, 2018;Magnan, 2015).

However, the extent to which farmers in developing nations are embracing change and managing change in food production and supplies is highly worrisome. Agricultural production and food supplies are driven by modern technologies, yet farmers in developing nations are not embracing these modern farming technologies but are still farming with crude technological know-how (Hossain, 2017). This scenario is negatively affecting the entrepreneurial marketing and business success of farmers in developing nations, resulting in poor farm yields, lack of standardization, deficiency in market competition, lack of farm products' standardization and inability to explore or access the global agricultural market (Whitney, 2022).

Entrepreneurial marketing success is the business efforts of the entrepreneur or business organization that improves product or brand perceptions that lead to increasing sales, market share, profit and shareholders' wealth maximization (O Lannye & Eromafuru, 2016). It is the business progress experienced by the entrepreneur and business stakeholders in terms of business expansion, market share, sales revenue growth, profit growth and owners' value maximization through optimal utilization of scarce resources and resilience (Oko & Kalu, 2014). Thus, every business manager or entrepreneur needs success of their business operations including the farm business organization, especially in today's business environment that is evolving, making change a constant variable or factor which the average farmer in developing nation must embrace, successfully manage with a view to ensuring entrepreneurial marketing success of the agric business organization (Kumarasinghe & Dilam, 2021).

The concept of change management or management of change is the ability of individuals, groups, and organizations to embrace and manage emerging changes in the workplace and the business environment so as to adapt to opportunities and threats brought about by change, drive a thriving business eco-system for continuous growth and development (Brauns, 2015). According to Kumarasinghe and Dilan (2021), change management in the workplace evaluate the process through which companies' leadership adjust their operational procedures, technologies, structure of the firm and business strategies or choices and the results of the changes at work. Again, it is important to note that, both internal and external influence factors drive or lead to workplace changes and management of organizations should embrace change in the market space so as to compete in their industries (Kumarasinghe & Dilan 2021).

The management of farming business in developing nations should embrace and adapt to emerging changes in their business climate. Such changes include, factors or inputs into production technologies and techniques, warehousing, energy mix adoption, marketing and distribution. Therefore, this study seeks to conceptually investigate the nexus between change management and entrepreneurial marketing success, diagnosis and prescriptions for farmers in developing nations which as anchored on the Technology Acceptance Model (TAM).

Literature Review

Theoretical Framework

Technology Acceptance Model (TAM)

The Technology Acceptance Model was propounded or developed by Davis in 1989. The acceptance and the use of technologies at work crops-up short term and strategic benefits to the work organization (Davis, 1983; Davis, 1989). The acceptance of technologies by individuals and organizations help improve performance such as cost effectiveness or efficiency, business effectiveness, tune savings and overall convenience (Surendran, 2012; Emma, 2025). This theory is of two premises or dimensions, the perceived usefulness of the technology or innovation to the individual or an organization and the ease of using the technology (Davis, 1989). The implication is that, technology adoption is based on the relevance of the technology to the users and how the

potential users can effectively make use of the technology. This shape the behaviour of the individuals using the technology.

The importance of technology and its advantages has made management of modern organizations to accept emerging innovations and technologies. The technology acceptance model is generally accepted to predict the acceptance of various technologies by individuals and this theory can be applied to various fields of human endeavours such as healthcare, production and manufacturing, education, e-commerce, telecommunication, real estate and agriculture/farming in order to successfully predict and give explanation to the technology's user behaviour (Marikyan & Papagiannidis, 2025). Hence, today the TAM model is applied to a wide variety of human context based on technology usage governed by perceived usefulness of the technology and the ease of use of the technology which ultimately guides the behaviour of both the individual and organization's technology users.

The relevance of the technology acceptance model to this present study is that, change within or outside the organization comes with emerging innovation or technologies which business managers or entrepreneurs ought to adapt. This is because; the innovation on technology introduced to the industry as change is usually disruptive, thereby making the current way of doing business or existing technologies obsolete. Hence, the technology acceptance model has great managerial implications for change management of fairing business. Again, entrepreneurial marketing success in the market place can only be sustained through innovation and innovativeness behaviour of farmers with open mindedness to embrace new technologies and innovations. Hence, the technology acceptance model is positively associated with entrepreneurial marketing success.

The Concept of Change Management

Change management or management of change is a laudable concept for the management of organization within an evolving business eco-system (Brains, 2015). Thus, change management is the ability of an organization or entrepreneur to adopt to changing business situations within the organization and the business environment (Street & Gallupe, 2009). This change is usually brought about by emerging business processes, innovations and technologies which may call for change in our existing way of doing business. Disruptive business processes, new innovations and technologies have the tendency of driving change in an organization resulting into management of change (Todnem, 2005).

Organizations doing business in today's dynamic and non-predictable business environment should develop the ability to manage change so as to ensure the going concern of the firms. Importantly, companies that resist change in their business operations and are not embracing emerging changes in the form of new business processes, innovations and new technologies are usually the dysfunctional firms in their industries (Bengat, Odenyo & Rotich, 2015). According to Bengat, Odenyo and Rotich (2015), change management could be defined as the movement to a new business model or situation that changes the status quo. It means embracing something new or disruptive in an industry or the business environment (Bengat, Odenyo & Rotich, 2015). Change management also encompass the business function of planning, organizing, leading, implementing and monitoring emerging changes within the firm and the external business environment (Todnem, 2005; Brains, 2015). Thus, change management should be seen by workplace management as a culture of the firm, a way of adapting business processes and activities to emerging changes in the organization, the business eco-system and the external environment.

The Concept of Entrepreneurial Marketing Success

The construct of entrepreneurial marketing success is the firm's efforts that improves product or brand positive perceptions at the instance of customers and institution's stakeholders within the entrepreneurial marketing value chain that lead to increasing marketing share, sales growth, profit growth and shareholder' wealth maximization (OLannye & Eromafuro, 2016). It is the business progress experienced by the entrepreneur and business stakeholders in terms of business expansion, market share, sales revenue growth, profit growth and owners' value maximization through optimal utilization of scarce resources of the firm or entrepreneur (Eximiery & Mohammed, 2013). Thus, every company executive or manager needs success of their business or ventures in order to ensure a going concern of the work organization. entrepreneurial marketing success is imperative for all sizes of organizations; small, medium and large corporations in order to ensure sustainable growth and development of the firms.

According to Hormburg Artz and Wieseke (2012), entrepreneurial marketing success is the effectiveness and efficiency of a business or entrepreneurial activity in the light of financial and non-financial success indicators; sales revenue growth, industry's market share, profit growth, customer satisfaction, customer retention, employee retention, business expansion, new market exploration and business owners' value maximization. It is important to note that, the business manager or an entrepreneur must ensure successes of these qualitative and quantitative factors through optimal utilization of scarce resource such as human capital, money, materials, methods and information (Nworkah & Dick, 2020). Hence, these resources should be objectively integrated and executed through the firm's human capital as the most critical resource to ensure entrepreneurial marketing success.

Change Management and Entrepreneurial Marketing Success

The management of change in a work organization by company executives usually improves entrepreneurial marketing success. This foregoing is validated with empirical studies. Muhammed and Ari (2024), studied the role of change management in improving organizational performance. The study employed qualitative research methods and findings of the study revealed that, change management positively and significantly correlates with organizational performance. The research study concluded that, management of change at work significantly improves enterprise performance. This finding is highly supported with the works of Hasan, Torrijo and Gomzalez-Landron-de-Guevara (2025), the scholars evaluated the relationship between change management and organizational performance. The study employed biometric and thematic analysis with the help of web of science database. The findings of the study revealed that, change management positively and significantly improves organizational performance. This finding is of great contribution on how practitioners and scholars will further advance this study arena.

Management of change in a work organization is laudable to the overall success and well-being of the workplace. Stroufe (2017), investigated the constructs of integration and organizational change and their relationships with corporate sustainability. The study employed a quantitative research method and the findings shows that, integrating functional unit inputs and resources with a view to driving organizational change, significantly enhance corporate sustainability. Again, this finding is associated with the study's findings of Vrcelj (2023), the author examined successful organizational change management from the lens of new process model identification. It was revealed that, organizational change management successfully improves workplace performance.

Management of change informed by both internal forces within the firm and external factors of the business environment help built resilient work organization. This foregoing is validated with

empirical works. Ivycou (2022), investigated the nexus between organizational resilience and change management as an inputs to management effectiveness. The study made use of quantitative research design with the help of the Analysis of variance. The findings of the study revealed that, both organizational resilience and change management initiative at work enhance managerial effectiveness. The study concludes that, workplace resilience augmented with change management improves corporate effectiveness. This result is also corroborated with the works of Nwabali (2022), who studied the relationship between change management and organizational performance in the context of paint manufacturing companies in Rivers State, Nigeria. The study made use of quantitative research design with the Z-test Statistic. The findings shows that, change management at work positively enhance organizational performance of paint manufacturing firms in Rivers State, Nigeria. The study concluded that, executive of paint manufacturing companies should make significant investment in emerging technologies in their industry, this will improve significantly paint production and overall performance of the firms.

Furthermore, the effect of change management on organizational performance is well established in the literature supporting the foregoing empirical evidences. Mmeje, Onibon and Rauf (2023), evaluated the effect of change management on firm performance in a context specific of Mira Purification Limited, Abuja, Nigeria. The study employed a quantitative research approach with the statistic of simple linear regression model and the results indicates that, change management positively and significantly influence firm performance of Mira Purification Limited. From these expositions, change management implemented by farmers in developing nations will bring about their entrepreneurial marketing performances.

METHODOLOGY

This study employed content analysis with in-depth literature review as the study's methodology where recent journals and materials from research databases were utilized for the study. Various conceptual and empirical studies conducted by previous studies relevant to this topic were included for the content analysis. The discussion of findings was based on empirical literature that is most recent.

Discussion of Findings

This study investigated the relationship between change management and entrepreneurial marketing success in the context of farmers in developing nations. The findings of the study revealed that, change management positively and significantly improve entrepreneurial marketing success. This is premised on the empirical evidences abound in the literature which supports the nexus between change management initiatives and entrepreneurial marketing success. Thus, Stroufe (2017), Vrcelj (2023), Ivylou(2022), Nwabali (2022), Mmeje, Onibon & Rouf (2023) and Hasan et al (2025) studies were highly supportive to this study which investigates change management and business performance in different contexts and methodologies. Hence, change management positively and significantly enhance entrepreneurial marketing performance in the context of farmers in developing nations.

CONCLUSION

This study investigated the relationship between change management and entrepreneurial marketing success, diagnosis and prescriptions for farmers in developing nations. From the empirical literature of previous studies, we conclude that, change management initiatives significantly improve entrepreneurial marketing success in a context specific of farmers in developing nations. Thus, farmers in developing nations should sustain embracing emerging

change within the organization and the global agricultural business environment. This will enhance their entrepreneurial marketing and business success in the agricultural food supply chain.

RECOMMENDATIONS

The following recommendations were made;

- i. Farm business managers in developing nations should adapt their farming processes to emerging change in the global agricultural food supply chain. This will enhance their entrepreneurial marketing performance and competitiveness in the market.
- ii. Farmers in developing nations should embrace farm machinery for production so as to catch up with their peer farmers in developed economies. Moving away from crude technological know-how to employing modern agricultural machinery for production will enhance economics of scale, meet external demand and drive competitiveness in the agricultural food supply chain market.
- iii. Farm business managers in developing nations should embrace global grading and standardization of products that are emerging in the global agricultural food supply chain. This will drive both domestic and export market performance and ultimately bring about entrepreneurial marketing success.
- iv. Farm business management should mentor farm workers/employees with entrepreneurial and marketing knowledge. This can be done through training and retraining of the workforce for enhanced productivity, marketing and business success.

Practical / Managerial Implications of the Study

The practical/managerial implications of this study is that, this research will be of value to farmers in developing nations on how best to embrace change in their business space. It is a practical companion for farmers and businesses, and guide their decisions and actions relating to change management and success of their entrepreneurial marketing ventures.

REFERENCES

- Bengat, J., Odenyo, M. & Rotich, J. (2015). Organizational change and resistance dilemmas resolution approaches and mechanisms. *International Journal of Economics, Commerce and Management*, 3(2), 1-17.
- Brauns, M. (2015). The management of change in a changing environment: to change or not to change? *Corporate Board Role, Duties and Composition*, 11(3), 37-42.
- Emma, L. (2025). The impact of technology acceptance model in business innovation and digital transformation. Retrieved online at <http://www.research.net> 22-06-2025.
- Eximiery, A. & Mohammad, A. (2013). Linking entrepreneurial marketing and performance indicators in Jordan Hotel Industry. *Journal of Management Research*, 5(3), 86-94.
- Fletcher, K. (2019). Deep roots: a regenerative approach to agriculture. Retrieved online at <http://www.oecd-forum.org> 23-6-25.
- Hasan, M.M., Torrijo, S.A. & Gonzalez-la-dron-de-Guevara, F. (2025). Change Management and Organizational Performance: Current key trend. *Cogent Business and Management*, 12(1), 152-172.

- Hormbury, C., Artz, M. & Wieseke, J. (2012). Marketing performance measurement systems: does comprehensiveness really improve performance. *Journal of Marketing*, 76(3), 56-77.
- Hossain, N. (2017). Inequality, hunger and malnutrition: Power matters. International Food Policy Research Institute, Welthungerhilfc, and concern Worldwide.
- IDDDRI, (2018). An agroecological Europe in 2050: Multifunctional agriculture for healthy eating. Retrieved online at <http://www>.
- Ivylour, M.F. (2022). Organizational resilience and change management: inputs to management effectiveness. *International Journal of Research and Scientific Innovation*, 9(9), 73-84.
- Kumarasinghe, H.P. N.I. & Dilan, H.K.T. (2021). Organizational change and change management. Retrieved online at <http://www.scirp.org>.
- Magnan, A. (2015). The financialisation of agrifood in Canada and Australia: Corporate farm land and farm ownership in the grains and oilseed sector. *Journal of Rural Studies*, 41, 1-12.
- Marikyan, D. & Papagiannidis, S. (2025). Technology acceptance model: a review. Retrieved online at <http://www.open.ncl.ac.uk/ISBN 22-06-2025>.
- Mmeje, U.D., Onibon, M.T.G. & Rauf, R.I. (2023). Effect of change management on firm performance: a case study of Mira Purification Limited, Abuja. *International Journal of Business and Management Review*, 2(3), 11-28.
- Muhammad, M. & Ari, A.W.P.T (2024). The role of change management in improving organizational performance. *Journal of Management Sciences*, 12(3), 773-782.
- Naturefood (2020). Democratizing food systems. *Nat. Food* 1, 383. Retrieved online at <http://www.fao.org> 23-06-2025.
- Nwabali, I.G. (2022). Change management and organizational performance of paint manufacturing firms in Rivers. *Innovative Journal of Research in Management, Marketing and Accounting*, 10(2), 60-70.
- Nwokah, N.G. & Dick, D.I.J (2020). Entrepreneurial Marketing resource leveraging and organizational competitiveness of quoted, industrial goods manufacturing firms in Nigeria. *RSU Journal of Strategic and Internet Business*, 5(2), 1327-1345.
- O Lannye, A.P & Eromafuro, E. (2016). The dimensions 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), 137-146.
- Oko, A.E.N. & Kalu, I.N. (2014). Marketing Performance measurement management: study of selected small and medium scale businesses in Nigeria. *Advances in Social Sciences Research Journal*, 1(4), 43-66.
- Street, C. & Gallupe, (2009). A proposal for operationalising the pace and scope of organizational change management studies. *Organizational Research Methods*, 12(4), 720-737.

- Stroufe, R. (2017). Integration and Organizational Change towards sustainability. *Journal of Cleaner Production*, 162, 315-327.
- Surendran, p. (2012). Technology acceptance model: a survey of literature. Retrieved online at <http://www.doir.org/10.18533/22-06-2025>.
- Todnem, R.R.B (2005). Organizational Change Management: a critical review. *Journal of Change Management*, 5(4), 369-380.
- Vrcelj, N. (2023). Towards successful organizational change management: new process model identification. *Journal of Process Management New Technologies*, 11(3-4), 1-15.
- Whitney, L. (2022). Agricultural decolonization in West Africa: Factory Farming awareness coalition. Retrieved online at <http://www.ffcoalition.org> 23-06-2025.