

MARKETING KNOWLEDGE DEVELOPMENT AND ENTREPRENEURIAL MARKETING PERFORMANCE: DIAGNOSIS AND PRESCRIPTIONS FOR SME'S FOOD VENDORS

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ABSTRACT

This study investigated the relationship between marketing knowledge development and entrepreneurial marketing performance, a diagnosis and prescriptions for food vendors. The study employed content research methodology. This study's foundation was built on the knowledge based theory of the firm. Conceptually, marketing knowledge development is the acquisition of marketing skills and competences by the workforce of the work organization. In contrast, entrepreneurial marketing performance construct is the successes or failures of an entrepreneurial marketing outcomes of an organization which is measured with financial and non-financial indicators. Empirical literature review of these constructs revealed strong relationship or association between marketing knowledge development and entrepreneurial marketing performance which is highly supported with related empirical works of varied methodologies and study domains. Thus, marketing knowledge development significantly improves entrepreneurial marketing performance. The study concludes that, marketing knowledge development executed by SME's food vendors will significantly improve their entrepreneurial marketing performances. We therefore recommend that, SME's food vendors should establish marketing department, offer on the job training of its employees. Again, management of the firms should ensure the diffusion of marketing knowledge through collaboration and knowledge sharing among employees at work, institute marketing performance management with well defined yearly marketing budget. This will significantly improve the entrepreneurial marketing performance of SME's food vendors.

Keywords: Marketing knowledge, development, entrepreneurial marketing, performance, diagnosis and prescriptions, food vendors.

INTRODUCTION

The food vending business is dynamic and constantly evolving as customers' needs and requirements are changing coupled with intense competition in the ready-to-eat food supply chain market (Ndhlovu, 2023). Thus, the food business industry performs relevant roles for the consumers, especially busy professionals and schools' students in major cities and towns (Winter, 2023). The primary goal of the food vending industry is to making sure that, foods being supplied to customers are safe and nutritious for man's consumption throughout the food supply value chains (Nordhagen, 2022). Hence, these changing dynamics in the market in terms of food safety, service quality, food quality and nutrition, including store atmospherics have created customers transition from one vendor to another as players' service performance variability also deepen customers movement from one organization to another (Abiuro, Gyan & Akanbang, 2019). Thus, customers are driven by food vendors who provide the most positive service experiences and this scenario affects the entrepreneurial marketing performance of players in the food vending industry.

The food vending industries of most economies are associated with many service provides who supply ready-to eat foods of different menus, but most business are either dead or struggling to survive in the face of high inflation, customers' changing needs and wants, preference and

requirements and the associated intense competition in the industry (Abiuro, Gyan, & Akanbang, 2019). Hence, entrepreneurial marketing performance of food vendors in terms of value delivery to the business community and society is a serious challenge to all stakeholders. This may be attributed to several factors, including marketing knowledge development. Entrepreneurial marketing performance is the successes or failures of an entrepreneurial marketing outcomes. It measures the success or failures of the entrepreneurial organizations in terms of known qualitative and quantitative variables which are sales growth, market share, profitability, return on investment, customer satisfaction, customer retention, employee retention, productivity, new market exploration and business expansion (Dick & Simeon, 2024; Simeon & Dick, 2025). Thus, a good food vending business can drive entrepreneurial marketing performance.

The concept of marketing knowledge development is the development of the skills, competences and capabilities necessary for employees and managers to effectively and efficiently implement marketing operations (Guilherme & Sao, 2015). These skills and competences can be acquired through education and vocational training of the marketing workforce. Thus, employees, managers and entrepreneurs can bring about effective performance of their business through continuous improvement of their marketing skills, knowledge and core competencies among other drivers of business growth and development (Akroush & Al-Mohammad, 2010).

LITERATURE REVIEW

Theoretical Framework

The Knowledge Based Theory

The knowledge based theory or view of the firm was first associated with the seminal works of Wernerfelt 1987 and Later Kogut and Zander (1992), in their management studies. However, this theory was built on the resources based theory pioneered by Edith Penrose in 1959 and later expanded by Barney in 1991. The knowledge based theory is of the view that, the possession of knowledge-based resources, which is referred to as intellectual capital, is necessary in a dynamic business environment (Kengatharan, 2019). These resources and competences contribute to lower costs, drive creativity and innovation, improves effectiveness and efficiency and deliver customer values difficult for the competition to duplicate or imitate and thus, lead to competitive advantage in the market place.

The knowledge based view prescriptions consider knowledge as an important or valuable commodity or asset of the work organization which drives competitiveness and firm performance (Nesta & Saviotti, 2005). Importantly, the knowledge based view prescribed that, knowledge based resources are complex and difficult to duplicate, therefore, different sources of knowledge asset and intellectual capital are conceived as the main drivers of competitiveness and sustainable competitive advantage in the market (Kengatharan, 2019). Hence, knowledge asset at work are operationalised through multiple entities; organizational culture, employees, documents, systems routines and policies and strategies (Cohendet et al. 2024).

The implication of the knowledge development and entrepreneurial marketing performance are knowledge based constructs which requires development of knowledge resources or intellectual capital to enhance their unique effectiveness at work. Implementation of marketing activities and operations requires deepening knowledge or intellectual capital. Again, entrepreneurial marketing performance management is largely driven by the continuous development of the employee's skills and competences.

The Concept of Marketing Knowledge Development

The concept of marketing knowledge development is the acquisition of marketing skills, knowledge and competences by employees and management in order to successfully solve marketing problems and opportunities and drive organizational performance (Lamamporn &

Songsangyos, 2014). Thus, in a world that is evolving, one of the most critical factors in stimulating the success of modern organization is knowledge development and management.

Marketing knowledge development for marketing decision making stems from three major intelligence; knowledge about the customers from the company's retailers, knowledge about the consumers or end-users from marketing research and knowledge about the industry or market from third party data sources (Lamamporn & Songsangyos, 2014).

According to Lamamporn and Songsangyos (2014), the major driver of marketing knowledge development is to deploy exceptional employees and management with the requisite skills and talents. This talent pool at work will effectively and efficiently, employ marketing knowledge for marketing decisions in order to solve marketing problems and opportunities. Again, an important premise of marketing knowledge development is the sharing of marketing skills and talents among employees in the workplace. Transferable marketing learning through collaboration and knowledge sharing among employees will successfully improve the marketing knowledge base of the work organization.

Furthermore, in knowledge based global economy, development of dynamic marketing knowledge is imperative. Papulova (2014), articulated that, marketing knowledge development and management is the systematic and well structured way of employing and using knowledge in marketing and business within a firm in order to ensure sustainable workplace performance. Importantly, as markets are evolving; customers' needs and preferences are changing the competition environment is unstable and the broader macro-economic space is dynamic. The development of marketing knowledge through talent and skills improvement among employees is one of the strategies that top echelon management will employ to contend with the dynamics of the market. Developing a marketing talent pool at work will enhance marketing performance of the work organization (Andrea & Wanyoike, 2024).

The Concept of Entrepreneurial Marketing Performance

The concept of entrepreneurial marketing performance is about matching the entrepreneurial marketing goals and objectives with the entrepreneurial marketing results or outcomes. It is the successes or failures of an entrepreneurial marketing outcomes measured in quantitative or qualitative factors (Dick & Simeon, 2024). These factors or variables are sales growth, market share, profitability, return on investment, shares holders' wealth maximization, customer retention, employee retention, productivity, new market exploration and business expansion (Dick & Simeon, 2024; Simeon & Dick, 2025). Hence entrepreneurial marketing performance explains venture's successes or failures expressed in financial and non-financial measures.

According to Subedi (2021), entrepreneurial marketing performance construct is the accomplishment of entrepreneurial marketing success or failure of entrepreneurial marketing outcomes. It encompasses the fulfillment of entrepreneurial marketing goals and objectives by leveraging both internal and external resources of the work organization. Entrepreneurial marketing performance is usually measured with indicators such as sales growth, profit growth, return on investment, and return on marketing investment, customer retention, market share, innovation and creativity. Shareholders wealth maximization and brand awareness/reputation (Subedi, 2021; Dick & Simeon, 2024: Dick & Simeon, 2025). It is therefore, important for small and medium scale food vendors to develop and implement strategies and choices on how best their organizations can attain sustainable business performance. Entrepreneurial marketing performance will ensure the maximization of all stakeholders' values in the business as well as adapting the firm to the evolving business environment.

Marketing Knowledge Development and Entrepreneurial Marketing Performance

The development of the skills, knowledge and competences of the marketing workforce will enhance the entrepreneurial marketing performances of work organizations. This foregoing is highly supported with studies. Ayiku and Grant (2021), studied the influence of entrepreneurial marketing skills on business performance of small scale business firms in the context of Ghana's SME's. The study concludes that, establishing marketing departments and developing the competences of entrepreneurs with marketing skills and knowledge enables small scale business to deal with evolving consumers' demand, market intelligence and the development of customer driven strategies, products and services in their competing industries or markets. Again, such skills also enable the organizations to adapt itself to the wider business environment.

Furthermore, marketing knowledge development and management improves innovativeness and business performance of work organizations. Yanti (2022), investigated the effect of marketing knowledge management on innovation performance and business performance. The study made use of path analysis with the partial least square method and the findings of the study revealed that, marketing knowledge management has positive and significant effect on business performance. Again, innovation significantly mediates the effect of marketing knowledge management on business performance in the context of PT Decormart Mitra Jaya Pekanbaru. The study concludes that, marketing knowledge management significantly improves both employee and organizational performance. This finding is corroborated with Ekong, Mfon and Ibok (2023), the scholars investigated innovative marketing skills and business performance in the context of small and medium scale enterprises in Akwa Ibom State of Nigeria. The study employed the regression analysis and findings of the study indicates that, innovative marketing skills significantly improves business performance in a context specific of SME's in Akwa Ibom State, Nigeria. The study concluded that, the development of the marketing skills of SME's managers improves their entrepreneurial performance.

The diffusion of marketing knowledge and skills throughout an organization will enhance the performance of the work organization. Improving the marketing skills and knowledge of employees through collaboration and knowledge sharing among the workforce, positively impact the performance of employees and the organization (Beshir & Zelalem, 2022). This study evaluated the complementary impact of knowledge management and marketing innovation on the performance of manufacturing organizations in Ethiopia. The study made use of quantitative research methods with hypotheses testing research design. The findings of the study revealed that, knowledge management significantly improves organizational performance. Again, marketing innovation also improves workplace performance in a context specific of manufacturing firms in Ethiopia. The study concludes that, management of the manufacturing companies in Ethiopia should place emphasis on knowledge development and management at work; this will enhance business performance. It is therefore, important for executives' level management of organizations or owner managers to make significant investments in marketing knowledge development and diffusion of the skills and competencies among employees and work units. This will significantly improve individual, group and organizational levels performance.

METHODOLOGY

This study made use of content analysis with indepth literature review to investigate marketing knowledge development and entrepreneurial marketing performance. A comprehensive literature review was made, employing currency of qualitative data. The analysis and discussion were premised on empirical literature related to the nexus of marketing knowledge development and entrepreneurial marketing performance.

DISCUSSION OF FINDINGS

This study investigated the relationship between marketing knowledge development and entrepreneurial marketing performance. Empirical studies of relative research works and different

studies domain revealed that, entrepreneurial marketing knowledge development, management and diffusion of these knowledge, skills and competence at work, significantly improves business performance including, entrepreneurial marketing performance (Ayiku & Grant, 2021; Yanti, 2022; Ekong, Mfon & Ibok, 2023; Beshir & Zelalem, 2022). Thus, indept analysis of these studies revealed correlation of the nexus of entrepreneurial marketing skills and knowledge with business performance. Again, the vast majority of the studies revealed high degrees of association, relationships and impact of the independent or predictor variable; entrepreneurial marketing knowledge development and management on the criterion variable; business performance in the contexts of relative studies, environments and research methodologies. Marketing knowledge development implemented by firms, significantly improves entrepreneurial marketing performance. SME's in the food vending business employing marketing skills, knowledge and competences and ensuring the diffusion of these marketing knowledge throughout their organizations will always experience entrepreneurial marketing performance on a significant scale.

CONCLUSION

This study investigated the relationship between marketing knowledge development and entrepreneurial marketing performance. From the conceptual and empirical literature review evidences, we conclude that, marketing knowledge development implemented by SME's food vendors will significantly improve their entrepreneurial marketing performances.

RECOMMENDATIONS

The following recommendations were made;

- i. SME's food vendors should establish marketing department and hire employees with marketing skills and know-how. This will enhance their entrepreneurial marketing performance.
- ii. Management of SME's food vending should continue to train and retrain their employees with marketing knowledge and emerging marketing skills and technologies. This will significantly improve entrepreneurial marketing performance.
- iii. SME food vending managers should ensure the diffusion of marketing knowledge throughout their organization, through collaboration and marketing knowledge sharing among employees. This will enhance their entrepreneurial marketing performance.
- iv. The management of SME's food vending business should define the yearly marketing budget optimally and objectively executes same. This will significantly entrance the entrepreneurial marketing performance of such firms.
- v. The SME's food vendor's management should institute marketing performance management, periodically take stock of overall marketing performance of their firms. This will positively influence their entrepreneurial marketing performance.

POLICY/MANAGERIAL IMPLICATIONS

The policy/managerial implications of this study is that marketing education and knowledge development of top echelon management and employees in any work organization including SMEs food vendors will enhance the dexterity of the workforce and the work organization and bring about positive business and entrepreneurial marketing performance. Hence, this work will judiciously guide practitioners and their operations in multiple sectors and industries including SMEs food vendors in their day-to-day business ventures' management.

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