**Title:**

Relationship between entrepreneurial marketing and firm performance of Apollo Food Holdings Berhad

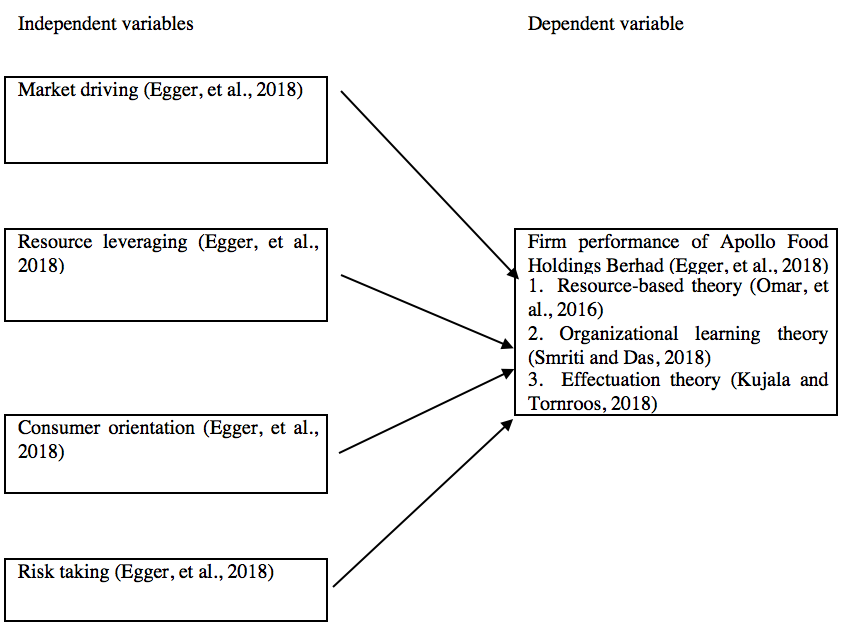
**Key words:**

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| --- | --- | --- | --- | --- | --- |
| Variables (Independent variable = IV; Dependent variable = DV; Moderator = MV) | References | Adopted key terms/ questionnaire | Theory for the variable | References | Adopted key terms |
| IV1: market driving | Egger, et al., 2018 | We always try to develop new products that should challenge our customers to rethink their purchasing behaviors.  We are market pioneers and act on the assumption that consumers and competitors follow us.  We consistently pick up ideas from other industries to surprise our customers and competitors.  We consistently develop new, spectacular marketing concepts, which our competitors imitate. |  |  |  |
| IV2: resource leveraging | Egger, et al., 2018 | In our business, we use connections to friends, business partners, etc. to get cost-efficient access to information and advice.  In our business, we explore options to operate in cost-efficient ways.  In our business, we use equipment, machinery, and facilities as long as they serve their purpose, although we could afford more modern replacements.  In our business, we purchase equipment and machinery since leasing on a case-by-case basis is not an option.  In our business, we lease our personnel, equipment, and rooms if they are not used to capacity over a longer period of time.  We work with other firms to refer business in order to save on marketing costs.  We use connections to other firms to increase our offerings in cost-efficient ways.  Our employees do not expect immediate rewards whenever they increase their commitment. |  |  |  |
| IV3:  consumer orientation | Egger, et al., 2018 | We constantly monitor our level of commitment and orientation to serving customer needs.  We freely communicate information about our successful and unsuccessful customer experiences across all business functions.  Our strategy for competitive advantage is based on our understanding of customer needs.  We measure customer satisfaction systematically and frequently.  We are more customer-focused than our competitors.  I believe this business exists primarily to serve customers.  Data on customer satisfaction is disseminated at all levels in this business unit on a regular basis. |  |  |  |
| IV4: risk taking | Egger, et al., 2018 | We value new strategies/plans even if we are not certain they will always work.  To make effective changes to our offering, we are willing to accept at least a moderate level of risk of significant losses.  We encourage people in our company to take risks with new ideas.  We engage in risky investments (e.g. new employees, facilities, debt, stock options) to stimulate future growth. |  |  |  |
| DV: firm performance of Apollo Food Holdings Berhad | Egger, et al., 2018 | In the last five years, we achieved a higher revenue growth than our (direct/indirect) competitors.  In the last five years, we achieved a higher profit growth than our (direct/indirect) competitors.  In the last five years we achieved a higher growth in employees than our (direct/indirect) competitors.  In the last five years we achieved a higher market share growth than our (direct/indirect) competitors. | Resource-based theory  Organizational learning theory  Effectuation theory | Omar, et al., 2016  Smriti and Das, 2018  Kujala and Tornroos, 2018 | Resource-based theory explains how a firm’s resources (i.e., assets, capabilities, organizational process, firm attributes, information and knowledge) act as sources of competitive advantage for an organization (Barney 1991). Resources that are valuable, rare, inimitable and without substitutes allow firms to develop and implement strategies to improve their competitive advantage.  Based on resource-based view (RBV) theory, knowledge is a valuable resource because it has unique characteristics and is difficult to imitate.  Based on organizational learning theory, firms can acquire long-term wealth and sustainability by following continuous learning. Organizational learning theory recognizes the process of continuous learning inside the organization and brings innovation in product and process. As per the organizational learning theory, the firm can build long-term sustainability by continuous upgrading of knowledge, which, in turn, contributes to innovation which helps in meeting the market demand.    The effectuation approach is a perspective from which an understanding can be gained of how SME-entrepreneurs make decisions and behave in their search for new market opportunities.  effectuation rather than causation,4 provides a better understanding of entrepreneurs and SMEs decision-making during internationalization. Five main principles of effectuation are presented in the literature:  1. employing the existing means  2. putting focus on the affordable losses  3. leveraging contingencies  4. focusing on relationships  5. controlling rather than predicting |

**Research problem/ research gap:**

The problems of firm performance of Apollo Food Holdings Berhad can be caused by problems of market driving, resource leveraging, consumer orientation, risk taking, however no past research literatures reviewed causes to these problems in non-SMEs in Malaysia like Apollo Food Holdings Berhad, hence researcher is to fill knowledge in this research gap by researching on relationship between entrepreneurial marketing and firm performance of Apollo Food Holdings Berhad.

**Framework:**

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**Research methodology:**

quantitative method, positivism methodology, deductive approach, descriptive explanatory research, questionnaire technique, non-probability convenient sampling method, 200 respondents who are employees working in Apollo Food Holdings Berhad to research on the relationship between entrepreneurial marketing and firm performance of Apollo Food Holdings Berhad

**Hypotheses:**

H1: There is a significant relationship between market driving and firm performance of Apollo Food Holdings Berhad

H2: There is a significant relationship between resource leveraging and firm performance of Apollo Food Holdings Berhad

H3: There is a significant relationship between consumer orientation and firm performance of Apollo Food Holdings Berhad

H4: There is a significant relationship between risk taking and firm performance of Apollo Food Holdings Berhad

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