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Examining the Impact of Entrepreneurial Marketing Strategies on Fostering Entrepreneurial Orientation and Enhancing Market Responsiveness in SMEs

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Abstract
This paper explores how alternative entrepreneurial marketing hacks transform the atmosphere of small and medium-sized businesses. And what better way to see it than with the latest thinking on guerilla marketing, relationship marketing, expeditionary marketing, real-time marketing, word-of-mouth moves, online marketing, and the viral craze, presenting a sweet chance to expand customer buzz, loyalty and give brands that winning edge. Making use of a data-driven method using a sample of college graduates who are interested in starting up, the paper analyzes the associates between these strategies and entrepreneurial mindset - innovativeness, proactiveness, risk-taking, and confidence - using regression models. The most striking finding is that entrepreneurial attitude is significantly influenced by marketing, specifically relationship marketing (35.7%) is found to be the most influential (closely followed by real-time marketing (21.4%) and expeditionary marketing (14%)). It was found that the percentage of variation in entrepreneurial direction they explain is 71.3 percent due to the presence of marketing variables, which shows that good marketing plans can greatly enhance entrepreneurial activities and intentions to establish and expand business. In short, SMEs can secure sizeable competitive advantages by embracing flexible and innovative marketing tricks that match the pace of market changes. This research provides new understanding about the entrepreneurial marketing process and offers practical implications for business founders, educators and policy makers to contribute to the development and long-term sustainability of entrepreneurship in developing economies.

Keywords*: Entrepreneurship, Marketing Strategies, Entrepreneurial Orientation, Market Responsiveness, SMEs*

1. Introduction

Both human and financial capital is limited, which is one of the hardest facts an entrepreneur has to withstand once he or she decides to launch a new business. Fortunately, there are several marketing strategies that require little more than a good dose of perspiration on the part of the entrepreneur managing them. Guerrilla marketing is a concept that was coined by business author and marketer Jay Conrad Levinson in 1984 to describe the unorthodox way of marketing techniques that try to maximize exposure from unconventional methods. In the study by Chen et

al (1998). While guerrilla marketing can mean a lot of things, most of the time it means an encounter of some sort, be it a demonstration, which is done to promote a brand or a product. The word is targeted at the fascination of the consumer and bypasses the typical sales messages and the frequent commercials, which he/she is constantly, bombarded with in his/her daily life. These tips usually contain something that would make the potential customers want to engage with a company or a product in a fun way (C. Mwange, 2018).

Dennis Crowley, an accidental businessman who had taught himself coding, and who had been fired from Google when developing his social networking site Dodgeball, and who could produce and develop Foursquare using the guerrilla marketing techniques. The technique was used in Foursquare, the search and find nearby business application, in the South by Southwest film and music festival in Austin, Texas (Sanchez, 2013). A real game of foursquare was suggested to be placed in front of the convention hall which also raised awareness of the application. The games were an instant hit and thousands of people came to play all day long. In case an individual did not know about the game, the marketing team consisting of 11 people helped him/her to find the game in his/her phone. Their work was downloaded 100,000 times that very day. All this was done for a box of chalk and two rubber balls. Even though the company had enough investments to sustain its operations, guerrilla marketing method was an ingenious and helpful way to have users test and like it (H. Zhao, 2005).

The other type of Guerrilla marketing that has been in the limelight in the last few years is flash mobs. A flash mob is a group of people in one point of location to utilize in some type of exercise may it be dancing, amusement, political declaration, or some artistic representation for a limited time frame so that it reaches the masses. This is planned using social media calls or emails to recruit enough individuals to conduct them. Flash mobs have been successful in reminding people and making them aware of brands.

One of the key distinguishing factors between a start-out company and an established brand is that the new customers must be created and must maintain relationships with the customers. This can be done through relationship marketing which seeks to build customer loyalty by creating personal links with the customers as well as long-term engagements (Crant 1996). Small business can try to establish closer relationship with customers by handwriting notes, emailing "thanks to your business", using first or surnames in entering organization, offer drinks and other personal services (Hu, 2018).

A good example of relationship marketing techniques by a larger organization was that of MooseJaw, an outdoor clothing retailer specializing in hiking and snowboarding. Once, a MooseJaw customer returned one of his clothes, which he bought as a gift to his girlfriend. To explain his reason of going back, he wrote, Girlfriend dumped me. As an attempt to engage with the customer, the firm decided to send the man a care package (Rathore & Shukla, 2019).

A few weeks later, the man received a delivery along with a note saying he was sorry that his girlfriend had dumped him and sent him something as a present. Shirts, stickers, and other merchandise were involved in the box. There was also a card with the notes of the MooseJaw

employees. Once the situation went viral on the social media, MooseJaw benefited by creating more awareness and popularity for the company (Iakovleva and Kvoler, 2009b).

The other way that companies maintain their relationship with the customers is through the regular email newsletters. Using sales history and other market information, the companies can customize the content of these usually free newsletters to the needs, concerns, and desires of its target market. This will allow them to keep in touch with their customers as well as develop good relationships and brand loyalty. Start-up companies can rely on newsletter management software companies like MailChimp, Constant contact, Mad Mimi, Marketo, Insightly, Slack and Salesforce for cheap and free alternatives.

It is one of the hardest things to be in business and grow in a competitive world. In this business, a number of new businesses are coming up every day and the goal of every business is to make a name for itself by providing better goods and services. Expeditionary marketing is one of the ways that companies, big and small, stay relevant. (Sanchez , 2013) Chen et al, 1998)

Expeditionary marketing is the methods used to bring the already existing companies and products to other new markets and territories. Risk and discovery as the name implies is involved in the expeditionary marketing strategies as they help a company in the growth of its territory. In their strive to understand where and how to properly penetrate these new markets, it is often initiated with an analysis of the current market of a company and the financial and human resources that it has. It is for this reason that entrepreneurs will choose to work in markets where they can apply those resources in a way that addresses a need that is not currently being fulfilled. Most of the small enterprises are forced to leverage their returns to expand to new frontier and perhaps even new competitive environments. The change of events can lead one to plan and move into new channels to grow (McLellan, 2005).

This marketing is very similar to entrepreneurial marketing and the two are interchangeable with the only difference being expeditionary marketing companies are known to constantly innovate, while in entrepreneurial marketing, the new companies are also a factor. The entrepreneurial companies are those firms who have succeeded in bringing their businesses to new markets and have constantly adapted to create new products in new and existing markets. Corporations such as Apple, Google, and DropBox have regularly developed products and put them into new markets to keep up with competition. This strategy is also adopted by companies that grew big when they started small, such as Birchbox, to avoid competitors (C. Mwange 2018).

2. Background of study

Real time marketing is all about capturing live data from sales such as from social media, websites, POS systems etc and using them to create quick and on on demand strategies. That's how brands can keep up with ever changing consumer tastes and trends. Some of the tools they use include Facebook, Twitter, the analytics in Google, and from their own sales reporting. The info can be brand likes, lifestyle habits, frequency of buying and how much people spend. This allows entrepreneurs to develop plans that will satisfy our customers in this instant gratification world.

Birchbox would, for instance, drop a promotion to Facebook or Twitter. They can measure how many clicks each post gets and see how deep people engage-with likes, shares, comments and purchases tracked from minute to minute, hour to hour or day by day depending on how long the promo runs. With real-time data, marketers can know what action a follower takes immediately after the post. If Birchbox wants 1,000 likes, 100 shares and 30 purchases a day, they can check their progress every hour. If a post isn't doing the trick (low likes, shares or conversions), then they are able to tweak the copy, try a different incentive, other discount, another picture and CTA. Real-time tracking also allows the company to respond to tweets and comments in real-time, allowing for a smooth conversation with the customers with no delays.

Viral marketing is a technique whereby a piece of content is so interesting that people will share it on their own networks. The content is spread like a virus and throws millions of exposure at the message of a brand. The gist of any viral campaign is the creation of content that is not only fun, but something that people feel they need to share. Viral content is usually not very sales focused, it is more passive in terms of branding. By doing so, the brand gets indirect exposure in the form of being associated with content that people love. One of the most famous examples of a viral campaign is the Dove Real Beauty Sketches campaign. Dove hired the forensic artists to draw pictures of women according to the women's own descriptions and then, according to stranger's descriptions. When the women saw the sketches they were shocked at how kind and beautiful they looked to others. The video didn't even mention a Dove product, but it still went to over 140 million views worldwide, and became the predominant viral video of 2013. The campaign had a strong pull-out emotional resonance, allowed to build brand awareness side-by-side, while the company could see results in real-time, instantly respond to comments and grow its audience.

Another viral hit came in the form of Dollar Shave Club, which eke out 26 million net views on YouTube with a low-budget and hilarious video by the company's founder. Founded in 2011 in California, it sells affordable razors on a monthly membership. Its success was such that it was eventually bought by Unilever.

The cool thing about viral marketing is that once you have created the content, your marketing can grow massively without much ongoing effort or money. The downside is that nothing is guaranteed as viral content - marketers well produce tons of boring content till they hit something.

Digital marketing encompasses all online, electronic marketing - such as social media, email, websites, blog, vlog and SEO. It's a hot field for an entrepreneur who needs to have appropriate knowledge of utilizing digital tools and analytics to keep up in today's technology driven world.

Digital ads have replaced TV ads in recent times. They include display ads, search ads and social media ads, which can be targeted to certain audiences and are often less expensive than TV spots. TV ads can cost millions to produce and run, whereas digital ads are far cheaper to produce and position. They're a practical way to drive traffic to sites and generate conversions on a budget - no matter just how big or small your budget. You can buy ad slots for a few dollars or

you can get millions depending on your resources. Display ads are the ones that pop-up when you are surfing. They come in different sizes and lengths and you can buy them on the third party websites or search engine sites sharing the ad space. Usually, they're pay-per-click, so you get billed every time you get a click, or you get billed for impressions - that means that you get billed every time anyone sees your ad.

Search ads appear when you search something on a search engine, be it on your laptop, tablet or phone. Google, Bing and Yahoo are the largest in the U.S. Google and Yahoo display advertisements of the businesses that appear in front of people looking for specific terms. These ads are based on keywords which attract people who would be typing particular phrases and there is a bidding system allowing businesses to decide how much to pay with the aim of positioning an ad higher on the results page. Google Ads and Google Analytics, marketers can find out the hot keywords, do campaign set-ups well, or track how well they're doing-but it may be a little complex to startable.

Blogging is a tool that many owners of businesses see as being very important now. It allows them to share company and product info, write about their experiences, in text or video, and make a presence online - especially if the content is relevant and worth people's while to read what the blogger has to say. Some good blogging strategies include time allocated to write, choosing a niche, choosing topics that are important to the blogger, readers, branding or SEO strategies to get the post seen (H. Zhao, 2005).

Content marketing is a big deal in digital marketing as content is king. Content can be a story, a blog post, a website page, social media share, newsletter, article, videos or anything that is used to send a message to consumers. It's a nice way to distribute helpful, eye-catching information that will make people take action. So the entrepreneurs should spend time in creating some valuable content and in attracting existing and new customers online. Influencer marketing also helps increase the brand reach (especially on YouTube, Facebook, Instagram, or other platforms where influencers have millions of followers) and it's one of the hottest trends right now.

Email marketing is direct mail - style of marketing personalized for each individual customer. Email details can convince people to try new products or in order to find out more about it, to make offers for products to buy for deals which might be offered to them, that make people curious to find out what it is about. Plenty of email platforms are affordable, such as Constant Contact, Mad Mimi, MailChimp and Drip. These tools allow entrepreneurs to have a list of customers, conduct personalized campaigns for each specific group of customers and track such metrics as open rate, click-through rate, time spent reading, and conversions to measure how a campaign is doing.

3. Recent Trends

Word-of-mouth marketing or WOM occurs when a happy customer spreads the word about a good that he or she used. It's somewhat like viral marketing, but you don't need the marketer to initiate anything; the marketer just needs to use regular customers to tell their friends. Mostly it's people talking, not some big campaign with videos or email.

When people are super happy with what they bought, they'll tell family, friends or even post on social media. The company can't really control this aspect much because it is a natural process. If it works, WOM can boost a brand's sales and visibility a lot, but it's tough to get people to talk about something - usually they have to really like it.

One way of getting WOM is through happy customers telling their friends and family or commenting online on the company site, via portals or on social media. Companies even send cards with call to actions such as "Leave a review on our site or the place you bought from-Ebay, Amazon, Yelp, etc." so that people know where to post their thoughts.

All entrepreneurs who are trying this need to keep a watchful eye on what is being said in order to not have their marketing wrecked by bad reviews. Most review sites allow businesses to answer bad reviews and that can turn a bad situation into something good and demonstrate good brand recognition.

Lululemon is a yoga and athletic wear store that knows how to deal with customer reviews. On its website, for each item, shoppers can leave comments, talking about the size, fit, quality and how easy to use it is. Even though the gear is the best of the best, there are still customers who have a bad experience of it and publish it online.

The company responds with an apology for the bad experience, and sends the unhappy shopper to email to work out things on a private basis. That way they can correct the problem and hopefully get the bad comments removed after the problem has been fixed.

Table 1: Summarizes of Entrepreneurial Marketing Strategies

Marketing Technique	Description
Guerilla marketing	They're trying to get the most exposure by doing some unconventional stuff-like out of the box stuff.
Relationship marketing	Stimulates customer loyalty by personally interacting with them
Expeditionary marketing	Aims to have big companies and their products into new markets.
Real-time marketing	Wants to grab sales data already in hand and turn it into real quick plans that will address the constantly changing student vibes and what's hot right now.
Viral marketing	They post interesting content in the hope that people will share it in their personal and social media.
Digital marketing	Uses online marketing strategies? Yeah like, I'm definitely going for online marketing tactics to get the word out and get my brand out there on the internet.
Word-of-mouth (WOM) marketing	It depends on that a satisfied customer will tell others about their good experience.

4. Entrepreneurial Orientation

There are a large number of drivers of entrepreneurial orientation but this study focuses on the most common drivers of entrepreneurial orientation and the way these relate to the being self-employed. The main drivers include Innovativeness, Pro - activeness, Risk - taking and Self - efficacy. Research has found a positive relationship between these traits and the entrepreneurial orientation of university students.

Innovativeness

Minsky (1990) labeled the entrepreneurs as innovators and Drucker (1985) said that innovation is the core function of an entrepreneur. Gurel (2010a) state that entrepreneurs use innovation as an opportunity of capitalizing on change. Innovation is the process of converting ideas, inventions and knowledge into new products or services that have added value. Vuorio (2018) says that innovativeness is "the ability and willingness to think creatively and to identify opportunities, to develop new markets and to introduce new products." Robinson (1991) indicated that innovation in business relates to the way one sees and takes advantage of the opportunities in a unique way. Lots of studies find that successful entrepreneurs are much more innovative than are non-entrepreneurs. Innovativeness is therefore recognized as a trait that is key in defining entrepreneurship.

Pro-activeness

Proactive people initiate and continue those actions that directly cause changes in their surrounding environment (Crant, 1995). Those with a proactive personality identify opportunities and take actions and exhibit initiative, take-charge and never give up until they achieve results (Sanchez, 2013). Pro - act-aliveness is about prevention and solving problems before they occur, with the help of a creative view of rules, and good persistence. Entrepreneurial pro-activity refers to being full of energy, goal-orientation and competitiveness for the completion of his/her tasks (Leutner, 2014). Proactive people are confident, willing to take risks and they keep pushing even when the future is not clear (Sanchez, 2013). According to Zhu (2018), proactive personality is related to entrepreneurial alertness. In other words, proactive folks read the environment for opportunities, identify opportunities and move to create big change (Bateman & Crant, 1993).

Studies show that proactive personality is a good predictor of the entrepreneurial orientation of self-employment. Proactive traits have been referred to as crucial to entrepreneurs, demonstrating greater levels of entrepreneurship than others (Crant, 1996; Hu, 2018; Rathore, & Shukla, 2019). Iakovleva & Kolvereid (2009b) referred to it as a leading sign. Recent work continues to confirm the positive link (Chipeta & Surujlal, Crant, 1995, 1996, Hu, 2018, Mustafa, 2016).

Risk-taking

Risk-taking is people's ability to take chances in their decision making (Sexton & Bowman-Upton, 1990). This can mean taking or not taking risks. Entrepreneurship has always been perceived to be risky (Ozaralli & Rivenburgh, 2016; Sanchez, 2013). Sanchez (2013) says risk-taking is one of three key dimensions of entrepreneurial orientation (the other two being pro-activeness and innovation) which demonstrate the extent to which a person is willing to take

risks to obtain opportunity even though failure is a possibility. Begley & Boyd (1987) have found that founders exhibit greater tolerance to risk than people running established firms.

There is considerable research to suggest a significant association between risk-taking and the entrepreneurial orientation of university students (Nabi 2011; Gurel 2010). Students with entrepreneurial affinities were found to score more in a risk-taking manner compared to those who did not (Pathan, 2016). Hmieleski & Corbett (2008) also discovered that those who accept greater risk, are more oriented to entrepreneurship. Zhao (2010) stated risk propensity to be the best predictor among other traits.

Self-Efficacy

Bandura & Locke (2003) described self - efficacy in terms of belief in an individual's ability to accomplish certain outcomes. This belief affects the way the people deal with the situation that affects their life. It's an important variable in the study of entrepreneurial behavior (Mwange, 2018). Self efficacious is what drives people to make specific choices, their level of effort, and how persistent they are (Chen, 2004).

According to Shane (2003) self-efficacy predicts outcome in any activity which shows that people with equal skills may perform differently. People in the higher range of self-efficacy are more likely to go after a task and persevere on a task compared to those with lower self-efficacy (Bandura, 1978). In fact, studies show that entrepreneurial self-efficacy distinguishes between entrepreneurs, successful entrepreneurs and non-entrepreneurs (Markman, 2005).

Entrepreneurial self-efficacy (ESE) consists of personality and environmental factors and is highly predictive of entrepreneurial orientation and behaviour (Bird, 1988). Without ESE, it's difficult for future entrepreneurs to remain motivated to undertake a new venture (Chen, 1998; Chung, 2005; Zhao, 2005). Perceived behavioral control, which is closely related to self-efficacy, predicts career attitudes and orientations (Ilgen & Hollenbeck, 1991).

Many researches confirm that self-efficacy predicts entrepreneurial orientation directly and also indirectly through other variables, including environmental factors (McLellan, 2005; Mwange, 2018; Sanchez, 2013; Zhao, 2005). Chen *et al.* (1998) stated that high entrepreneurial self-efficus allows people to view themselves as capable of operating a business making them more likely act upon these beliefs. Based on the above literature, a hypothesis that self-efficiency is related to entrepreneurial orientation in university students to start a business can be formulated.

5. Research Methodology

Research design is, to a large extent, a blueprint as to how research objectives are achieved and research questions are answered (John, 2007). In turn, a research approach is an overall plan for data collection. It is a blueprint that helps direct the research towards asking particular questions or testing particular hypotheses (Geoffrey Love and Noohria, 2005). In other words, it's the master plan on how and what sort of information would be collected and analyzed. Paradigm identification would ensure that the study is related to the problem, and that it can be counted on to employ cost-effective methods. In this study, the researcher took an explanatory design and

went to the stage of phases. The traditional researcher collected quantitative data and generalized the findings to come up with conclusions.

Quantitative analytical explanatory (causal and relational) design was implemented to gather and analyze data with information that could fill in the study and provide sufficient information for the researcher. The researcher used an explanatory research using cross sectional survey research design. Explanatory research (also known as explanatory computing) attempts to find out how and why two or more features of a situation or phenomenon relate to one another. It aims at the 'connecting of dots' in research whereby it finds out the causal factors and consequences of the subject phenomenon (Kothari, 2004). Moreover, independent and dependent variables can be measured simultaneously and only a single questionnaire is needed with this type of research design. That will be used to demonstrate the causal effect between two variables for a particular period.

The population is what the researcher is interested in, in other words, the group of entities from which the researcher wants to draw inferences (Morgan, 2006). It can also be the totality of entities or objects (unit of analysis) which possess the characteristics under the investigation of the researcher. The study population/participants were the graduate students of Bule Hora University. Population in this study means the entire event or system of the cases that the researcher is sampling from. The population was composed of all appropriate units or elements. Therefore, the population in this study consisted of only graduate students that took entrepreneurship courses.

According to Brynjolfsson & Saunders, (2009), the population to be studied should be carefully analyzed so as to select a representative sample. The sample size formula of Yamane (1967) was used to select the samples from the target population.

$$\text{Sample size } (n) = N/(1 + N(e^2))$$

$$n = 2925/ [1+2925 (0.05)^2]$$

$$n = 352$$

Sampling Technique

The sampling methods employed were stratified sampling. From the population, the study of the student respondents at Bule Hora University was selected by using purposive sampling and the heterogeneous group was divided into homogeneous strata (Kothari, 2004). Then sample respondents from the strata were selected through simple random sampling.

The strata included different departments from different colleges. The list of registrants was consulted to make the sampling intuitive. We chose the samples from each college and each department ensuring the sample to represent the college and department well (appropriate size and precision), and provide reliable, specific, and general findings.By having everybody in the population have an equal chance - just like with picking lottery winners - everyone had an equal chance of being selected. The participants were divided into non-overlapping subgroups, and then items were sampled from each subgroup. Stratification was followed by the simple random

sampling of the selections from each stratum. First we performed the stratifications, and then we used simple random sampling if the items selected from each stratum were determined by SR sampling during the stratifications. From the above, the total number of samples taken from the total population was computed. So we divided that total size according to each stratum.

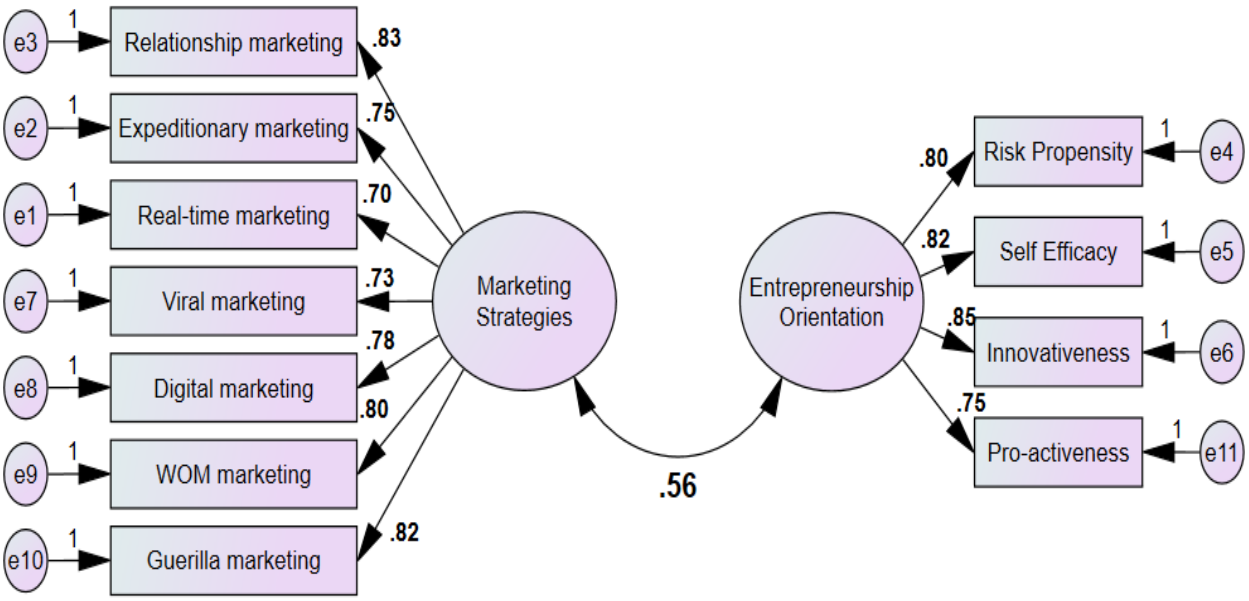
6. Data Analysis

Table 2: Response Rate

Respondent No	Data Collection Tools	No. Respondents	returned for analysis	valid or workable	Respondent Rate Percentage (%)
1	Questionnaires	375	362	350	93.96%

Table 3: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.883	6



Source: AMOS, 2023

Based on the methods of sampling which we discussed in chapter three (simple random sampling), we distributed 375 questionnaires and received 362 questionnaires for analysis. From the cleaning process, we were only left with 350 with a complete and workable sample. Those 350 responses were then analyzed using the SPSS. Reliability basically means finding out if our way of measuring is consistent and stable for different people. To ensure that the scales developed really measure what they purport to measure, we used Cronbach's alpha. In similar studies, the alpha scores ranged from medium to high. In this study, the variables of EO, were tested as reliable. Peterson says the coefficient should be closer to 1.00 than possible. Generally, values less than 0.60 are poor, 0.60 - 0.80 are acceptable and good, and values above 0.80 are excellent. In our case, all variables had these characteristics. The alpha values for each of the variables are listed in the table below.The relationship between market strategy and entrepreneurship orientation turned out to be 0.56 (a moderate positive correlation). Distribution of data - we used skewness and kurtosis to test if the data was a normal distribution by running a normality test. Field (2009) notes that most statistical tests assume that we are working with a normally distributed sampling distribution, therefore if our sample approximately is normally distributed then the distribution will be as well. To look for normality assumptions for linear regression, histograms and P-P plots are helpful. We also used histograms and PP plots to verify normality as illustrated below

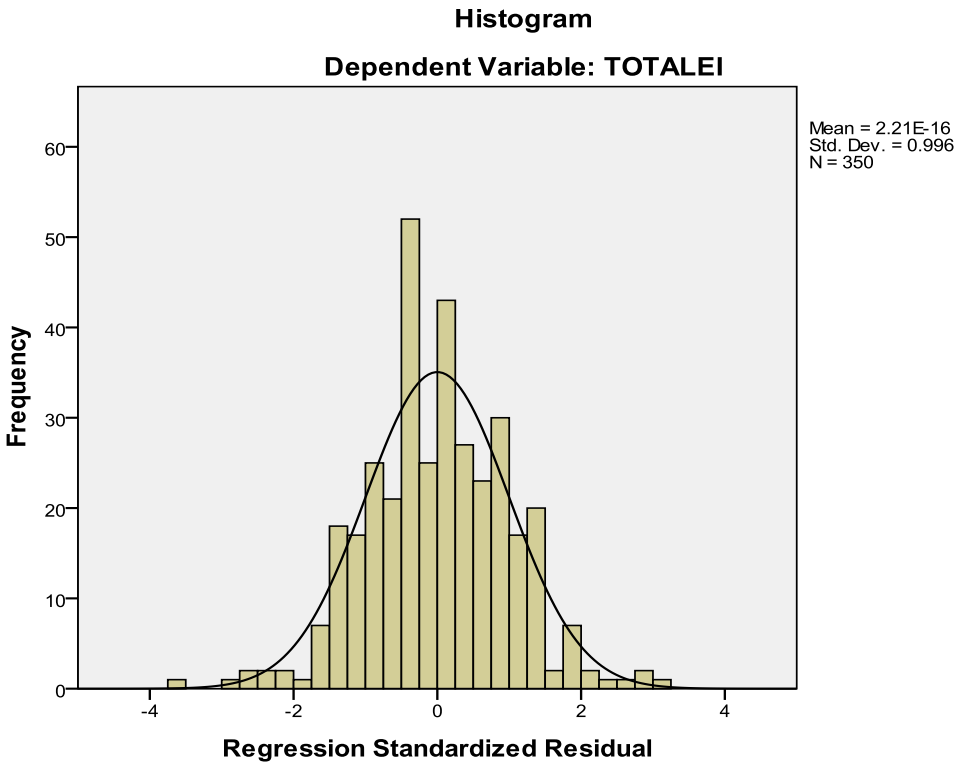


Figure 1: Normality
Source: *SPPSS, 2025*

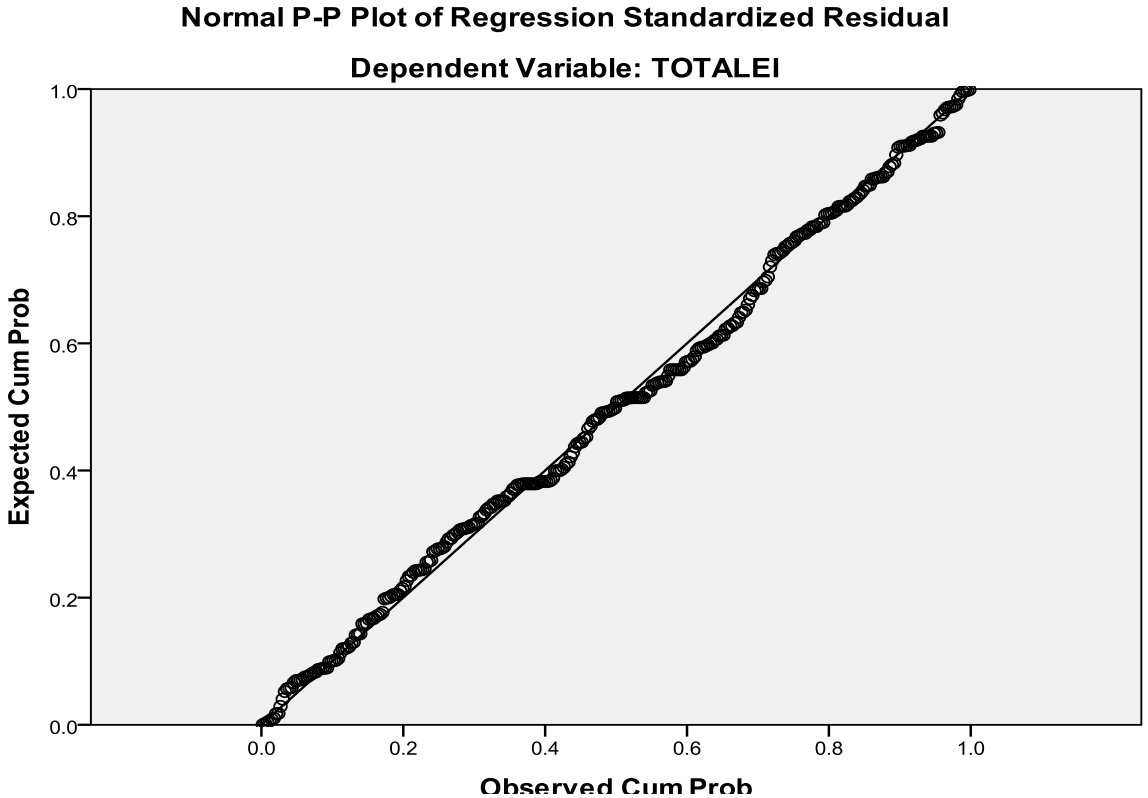


Figure 2: **Plot of Standardized Residuals**
Source: *SPPSS, 2025*

As Brooks (2008) said, Yodit (2017) pointed out that a normal distribution is like a perfectly balanced bell-shaped curve meaning that its mean and median, as well as the mode, are all centered or close to each other. So the thing that we see in Figure 1 is that bell shape. The normal probability plot displays that it is not perfectly normal. In it the straight line is the perfect normal distribution, the points are actual measured residuals we had. Field *et al.* (2009) explains that if a dataset were truly normal, all of the points would fall on the line. The dots on the image are on the line for the most part which suggests relatively little deviation from expectation and extreme outliers are not clearly visible. Another conditional that is used for multiple linear regression is homoscedasticity (Osborne & Waters, 2002), which requires that there be equality of error variance in all of the independent variables. The researchers assume that the errors are homoscedastic and that these errors are taking into consideration the Kimura scatter plots of residuals using the predictors as the independent variables (Keith, 2006). We also see this in the way for homoscedasticity, looking at scatter plots. In the standardized residual plot against the standardized predicted value, there is no noticeable funnel shape and hence the data does satisfy the homoscedasticity assumption.

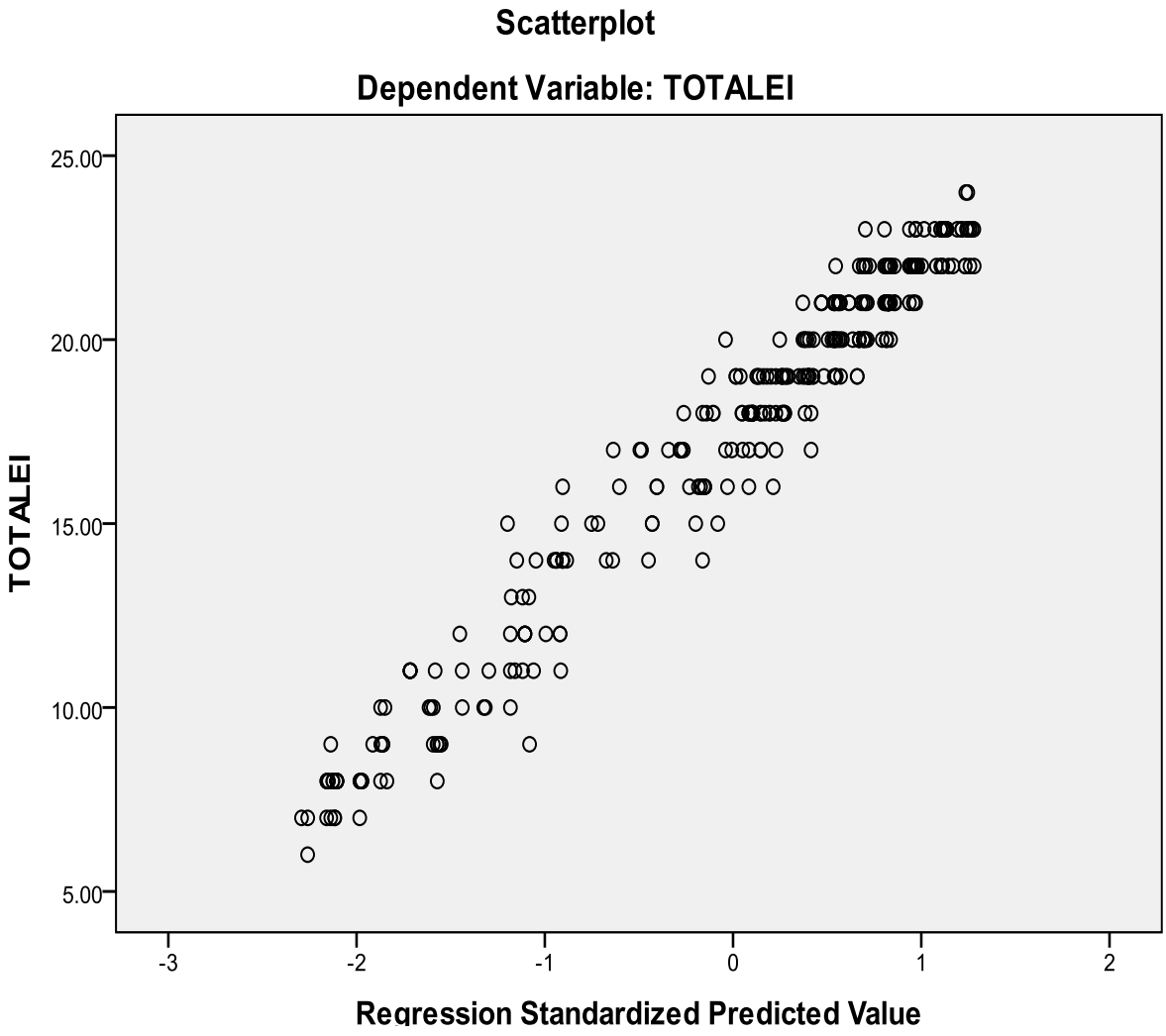


Figure 3: Scatter plots
Source: SPPSS, 2025

Test for autocorrelation

Table 4: Autocorrelation Test

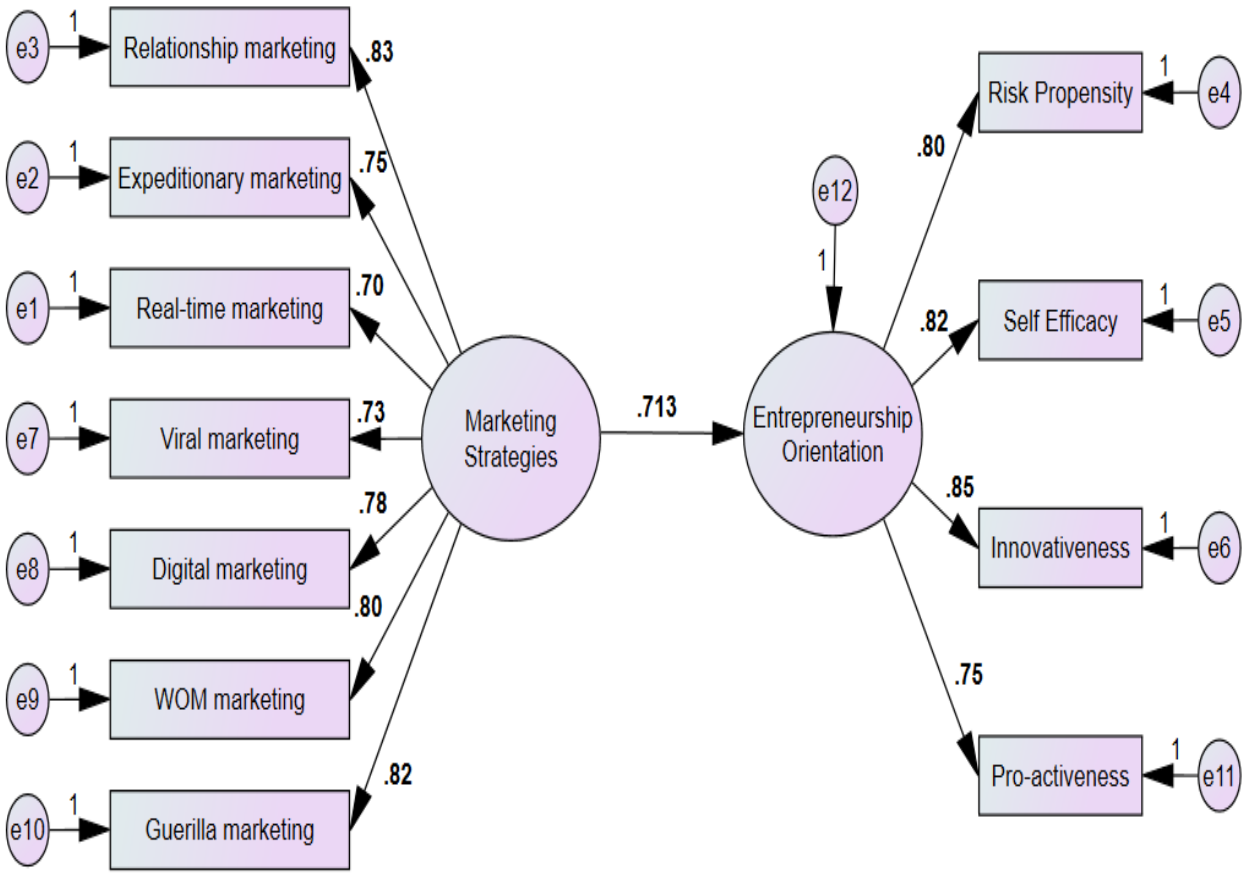
Autocorrelation Test	Durbin-Watson
Model 1	2.384

Sources: *SPPSS, 2025*

Table 5: Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension 0	1	.844[a]	.713	.709	.81262	2.384

Source: SPPSS, 2025



Source: AMOS, 2023

If the residuals are correlated, that means our error terms are not independent and thus our standard errors of our coefficients may well be all wrong. In the case of multiple linear regression we assume that the residuals are independent. Durbin-Watson statistic is used for detecting serial correlation. It flows over a range of 0 to 4 - where 2 indicates no autocorrelation. A number less than 2 (closer to 0) indicates positive autocorrelation and a number greater than 2 (closer to 4) indicates negative autocorrelation. Field (2009) states that a value less than 1 or higher than 3 is a cause for concern and the Durbin-Watson test can be used assuming independence of the residuals. Ideally, we want the value to be close to 2 because if value is too low or too high, victim may need to abandon the analysis.Our model Durbin-Watson was 2.00, which is essentially perfect so there is no autocorrelation. We also tested for other classical linear regression assumptions - normal distribution, multicollinearity, heteroscedasticity, autocorrelation and linearity. All of them were valid, so we were confident to run the regression and draw conclusions about the population.

Table 4 indicates that the independent variables had a statistical effect on the overall level of EO for the students of Bule Bora University. The R value of 0.844 indicates that there is a high correlation between predictors and the outcome. The R-squared value is 0.713 indicating around 71.3% explanatory power that accounts for the variance in EO for these independent variables, whereas the remaining proportion is 28.9% attributed to all other factors that were not captured in the model. Thus, the explanatory power of the variables examined with respect to the entrepreneurial orientation has to be about 71% in our sample size. The standard error of estimate was 0.81262 and is an indication of the expected deviation of the predicted values from the actual.The sum of squares of regression is 564.931 The source column includes sum of regression, sum of residuals and sum of total, with degrees of freedom. The number of degrees of freedom is n -1 (350 - 1 = 349), which is one less than the number of observations.

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	564.931	4	141.233	213.873	.000[a]
	Residual	227.823	345	.660		
	Total	792.754	349			
a. Predictors: (Constant)						

Source: SPPSS, 2025

ANOVA allows us to observe whether the total results of our model are statistically significant. The sum of the squared regression values is 564.931. In the table each sum of squares has a DF attached to it. The total DF is (n -1) - for 350 observations that is 349, one less than the sample size. The DF for this study using the regression is four which corresponds to the number of predictors. The model is not able to account for all, and the difference between the accounting made is the model's residual sum of squares aka the Error Sum of Squares. It has 345 DF (349-4). Mean squares = sum of squares/ their DF. The F-ration enables us to know how much better the model is at predicting the dependent variable EO and how much more accurate it is (Field, 2009). In this table, as in the previous one, the ANOVA indicates existence of a high relation between the dependent and independent variables as the F-Statistic in the whole study is 213.873 and this value of F is subject to strong significance which is equal to 0.000 < 0.01. The significance in the ANOVA table shows that we have a good prediction of the dependent variable by the combination of the variables.

The coefficient table indicates what are the individual significant predictors, by the significance of the standardized Beta coefficient for each. Beta weight is the average amount in which the dependent variable will increase when the independent variable increases by one standard deviation and other variables remain the same.

Table 6: Regression

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.219	.195		6.243	.000
	Guerilla marketing	.136	.027	.197	5.122	.000
	Relationship marketing	.357	.041	.375	8.652	.000
	Expeditionary marketing	.140	.027	.199	5.163	.000
	Real-time marketing	.214	.035	.255	6.069	.000
	Viral marketing	.040	.009	.178	4.532	.000
	Digital marketing	.171	.012	.132	1.422	.000
	Word-of-mouth (WOM) marketing	.144	.047	.094	3.082	.000

Source: SPPSS, 2025

Each unit increase in Guerilla marketing will affect the entrepreneurship orientation with the effect of 13.6%. Relationship marketing will be able to influence the entrepreneurship orientation by around 35.7% when one unit increase. The entrepreneurship orientation will be impacted by 14% with one change in unit of Expeditionary marketing. One-unit change in Real-time marketing will impact the entrepreneurship orientation with a change of 21.4%. One unit change in the variable of viral marketing will influence the variable of entrepreneurship

orientation by 4%. One unit change in Digital marketing will cause a change in entrepreneurship orientation by 17.1%. From this unit change in Word of mouth (WOM) marketing will have an effect on the entrepreneurship orientation of 14.4%.

7. Conclusion and Major Findings

We did find that the relationship between market strategy and entrepreneurship orientation is 0.56 showing a moderate positive relationship between the two. When these numbers are entered into the regression, 71.3% of the variance in entrepreneurial orientation is accounted for and this variance is controlled for sample size and number of variables. Marketing mix influences entrepreneurial orientation by 71.3% approximately. By changing one unit of Guerilla marketing, entrepreneurial orientation increases by 13.6%. First, the effect of Relationship marketing on entrepreneurial orientation is 35.7% for a one-unit change in Relationship marketing. Plus, the significant change in entrepreneurial orientation will impact Exportation marketing Expeditionary by 14%. A one-unit increase in the Real-time marketing will increase entrepreneurial orientation by 21.4% among the population. The viral marketing weight by one unit is associated with a 4% change in entrepreneurial orientation. And for each unit increase in Digital marketing, entrepreneurial orientation increased with 17.1%. Also, we discovered that a one-unit change in Word-of-Mouth marketing will affect entrepreneurial orientation by 14.4%. Thus, it was found that Relationship marketing had the biggest influence of 35.7% on entrepreneurial orientation.

8. Recommendation

Viral marketing only attracts 4% of the entrepreneurship vibe so it's really not the biggest deal. But it's still cool because it allows a company to reach people that it wouldn't normally be able to reach with normal ads. That extra exposure can help the brand get into new spots, and maybe grow its fan base.On the flip side, guerilla marketing nudges the entrepreneurial side by about 13.6%. That means it is still worth focusing on since it's one of the best ways to hype up your business. This style of marketing allows a lot of word-of-mouth to spread and with that increases awareness of the brand and sales. Plus, it's an easy tool to get in touch with new customers.The first thing that comes out of the numbers is that expeditionary marketing raises entrepreneurship score by 14%. It's intended for established companies hoping to force their products onto new markets and that means the approach has to be fast and bold. As the name says, there's a fair bit of risk and excitement with expeditionary tactics as it pushes a company in an uncharted territory.

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