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Uncovering the Nexus Between Entrepreneurial Marketing and Performance of Food and Beverages Firms

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Abstract

The study examined the influence of entrepreneurial marketing on performance of food and beverages firms in Anambra State. The study was anchored on Resource-Based View (RBV) theory. Survey research design was used in the study. The population for this study consisted of 408 employees in the selected food and beverages firms in Anambra State. A sample size of 202 respondents was chosen using Bowley's Proportional Allocation Formula. Primary data were collected using structured questionnaire. Mean and frequency distribution were used to present the research questions. Hypotheses were tested using Spearman Ranked Order Correlation Coefficient. It was found that: innovativeness has a significant and positive relationship with brand awareness among food and beverages firms in Anambra State (rho = 0.712, p = 0.000); resource leveraging has a significant and positive relationship with product development among food and beverages firms in Anambra State (rho = 0.223, p = 0.002); customer intensity has a significant and positive relationship with competitive advantage among food and beverages firms in Anambra State (rho = 0.363, p = 0.000). In conclusion, a holistic entrepreneurial marketing strategy that fosters innovation, optimizes resource use, and prioritizes customer engagement is strategic a means of driving long-term business success and resilience in the face of competition. The study recommended that product development teams and marketing departments should invest heavily in continuous innovation by introducing new products, improving existing offerings, and embracing new technologies to better meet consumer needs.

***Keywords**: Entrepreneurial Marketing; Firm Performance; Innovativeness; Brand Awareness; Resources Leveraging*

INTRODUCTION

The food and beverages firms in Anambra State play a vital role in the local economy, driven by a high population density and increasing demand for processed and packaged consumables. This sector consists largely of small and medium-sized enterprises involved in food processing, catering, and distribution, often relying on informal structures and limited marketing capabilities. Despite its potential, the sector faces challenges such as poor access to finance, inadequate infrastructure, and limited adoption of innovative marketing strategies, highlighting the need for entrepreneurial approaches to enhance business performance. In today's dynamic and competitive business environment, the relevance of entrepreneurial marketing cannot be overstated. As the business domain becomes more volatile, competitive, and customer-centric, Omolekan (2024) argued that firms must adopt flexible, proactive, and innovative marketing strategies to survive and thrive. Entrepreneurial marketing (EM) refers to the application of entrepreneurial principles in marketing, focusing on innovative, risk-taking, and opportunity-driven strategies (Kakeesh, et al, 2024). It emphasizes creating value for customers, leveraging available resources effectively, and differentiating the business in a crowded marketplace. For food and beverages firms, entrepreneurial marketing strategies can provide a competitive edge, enabling them to connect with customers in unique ways and adapt to changing market conditions. The use of entrepreneurial marketing has therefore become a critical factor in determining the sustainability and performance of food and beverages firms in the current business environment.

Thus, despite the critical role that food and beverage firms play in any economy, many of these businesses face significant challenges in implementing effective entrepreneurial marketing strategies (Bernard, 2023; Amadi & Renner, 2022). Many food and beverages firms still rely on outdated marketing techniques, lack the necessary resources for innovation, and struggle to establish strong customer relationships (Edenkwo & Anukam, 2024). Furthermore, the focus on traditional marketing practices often leaves little room for experimentation with new ideas or for leveraging available resources in innovative ways. As a result, these firms often face difficulties in creating brand awareness, developing new products that meet changing consumer preferences, and retaining customers in the face of increasing competition. The lack of a cohesive entrepreneurial marketing strategy is hindering the growth potential of these firms and their ability to compete effectively in the market (Kakeesh, et al, 2024).

The food and beverages sector faces increasing competition, changing consumer preferences, and the challenge of limited resources (Okeke & Nworie, 2025; Nworie & Ofoje, 2022). Within this context, entrepreneurial marketing offers a valuable tool for businesses to adapt and respond to market needs creatively (Hapsari, et al, 2022). Entrepreneurial marketing, in this regard, involves leveraging innovation, resourcefulness, and a customer-centric approach to improve the business's visibility, attract and retain customers, and foster growth (Mutanho & Shumba, 2024). One of the key dimensions of entrepreneurial marketing is innovativeness, which refers to the ability of a firm to continuously introduce new ideas, products, or services that meet the evolving needs of consumers (Omolekan, 2024). Resource leveraging is another crucial aspect, where food and beverages firms effectively use available resources whether financial, human, or technological to maximize their competitive position (Edenkwo & Anukam, 2024). Moreover, customer intensity reflects how firms engage with and serve their customers in a more personalized manner (Sanusi & Aminu, 2023), creating stronger relationships that foster customer loyalty. These elements are tied to key performance indicators, such as brand awareness, product development, and competitive advantage, which are central to understanding how entrepreneurial marketing influences firm performance.

Entrepreneurial marketing has been shown to significantly influence the performance of firms in various ways (Kakeesh, et al, 2024). For food and beverages firms, the adoption of entrepreneurial marketing strategies can directly impact their ability to compete, innovate, and grow. For instance, innovativeness allows food and beverages firms to differentiate their products from competitors, ensuring they stay relevant to consumers and build brand loyalty. By introducing new food products or beverages that address specific market demands, food and beverages firms can create brand awareness, differentiate themselves, and capture a larger market share. Similarly, resource leveraging enables food and beverages firms to do more with less, making the most out of limited resources and often leading to enhanced efficiency, improved product development processes, and faster market response times. Food and beverages firms that leverage their existing networks, technologies, and expertise can develop products that better cater to their target consumers' needs and preferences. As such, resource leveraging becomes an important driver of innovation and product differentiation for firms (Sanusi & Aminu, 2023).

Additionally, customer intensity which involves understanding and responding to customer needs more deeply can give firms a sustainable competitive advantage (Edenkwo & Anukam, 2024). By focusing on personalized customer experiences and fostering strong relationships with their customers, food and beverages firms can ensure higher levels of customer satisfaction and retention. In a competitive sector like food and beverages, where brand loyalty plays a vital role in repeat purchases, customer retention becomes a critical aspect of long-term performance (Amadi & Renner, 2022). Food and beverages firms that engage their customers more intensively are better positioned to understand emerging consumer trends, address customer pain points more effectively, and offer products that resonate with their target market, thus gaining a competitive edge (Sanusi & Aminu, 2023). Furthermore, value creation is a concept closely linked to both customer intensity and retention, as it focuses on providing customers with products and services that exceed their expectations. By creating superior value, firms not only differentiate themselves from competitors but also ensure a loyal customer base that contributes to long-term profitability and market leadership (Eze, 2024). The latent problems emanating from this study are rooted in the underutilization of key entrepreneurial marketing dimensions that directly impact performance of food and beverages firms in Anambra State. Many firms suffer from a lack of innovativeness, resulting in poor brand awareness due to outdated products and unimaginative marketing strategies (Omolekan, 2024). Similarly, weak resource leveraging means they fail to transform available partnerships, finances, and digital tools into meaningful product development, leading to stagnant offerings. The absence of customer intensity reveals a critical gap in market engagement, as most firms do not adequately understand or respond to customer needs, eroding their competitive advantage (Mutanho & Shumba, 2024). Lastly, low focus on value creation leads to poor customer retention, as businesses struggle to deliver consistent quality, satisfaction, or incentives that encourage loyalty in a highly competitive market (Sanusi & Aminu, 2023).

When firms adopt an entrepreneurial marketing orientation, they are better positioned to recognize and exploit new market opportunities (Mutanho & Shumba, 2024). Innovativeness, for example, allows firms to introduce new food products or services that not only address customer needs but also create a unique market position. By investing in innovation, food and beverage firms can stay ahead of competitors, offering products that resonate with changing consumer preferences, leading to improved brand awareness and market visibility. Moreover, the integration of resource leveraging into their strategies enables firms to optimize existing assets, reducing costs and increasing efficiency, which are particularly valuable in resource-constrained environments (Sanusi & Aminu, 2023). However, key entrepreneurial marketing dimensions such as innovativeness, resource leveraging, and customer intensity are often under-utilised by some food and beverages firms. As a result, they often fail to enhance brand awareness, differentiate their products, and foster customer loyalty, which hampers their ability to improve overall performance (Kakeesh, et al, 2024). In an increasingly competitive market, these businesses find it difficult not only to survive but also to thrive. Without the right marketing approaches, food and beverages firms are at risk of missing out on new market opportunities, struggling to keep up with changing consumer trends, and failing to establish sustainable competitive advantages. This creates a situation where many firms are unable to develop new products, retain customers, or achieve long-term profitability, ultimately undermining their potential for success (Sahu & Panda, 2024).

Due to the widespread neglect of strategic entrepreneurial marketing practices, many Food and beverages firms are increasingly vulnerable to being edged out by larger, more resourceful competitors who capitalize on innovation, brand appeal, and customer-centric strategies. The persistent inability of these smaller firms to introduce new products or sustain customer loyalty leaves them stagnant, disconnected from evolving consumer preferences, and ultimately at risk of obsolescence (Sanusi & Aminu, 2023). Additionally, their failure to optimize and leverage available resources undermines operational efficiency, making it difficult to match competitors in terms of pricing, quality, and market responsiveness. This strategic shortfall not only hampers profitability and long-term viability but also threatens the very existence of many of these businesses. Hence, adopting robust entrepreneurial marketing strategies is no longer optional but essential for food and beverages firms in Anambra State to thrive and withstand the intense competition within the food and beverage industry.

To address the problem above, effort has been made studies such as Kakeesh, et al (2024) and Omolekan (2024) which explored the broader impact of entrepreneurial marketing on firm performance, few have focused on how these factors specifically drive sector-specific outcomes in the food and beverage industry. Moreover, existing research tends to emphasize overall performance indicators, such as sales or financial performance, without adequately addressing how entrepreneurial marketing influences competitive advantage and customer loyalty in this context. Studies by Amadi and Renner (2022) and Gontur, et al (2023) have highlighted positive relationships between entrepreneurial marketing and competitive advantage, but none have thoroughly examined how these dimensions specifically impact product development, and brand differentiation. This suggests a need for more targeted research to understand how entrepreneurial marketing strategies, such as innovativeness and resource leveraging, affect these outcomes in food and beverage firms in Anambra State.

LITERATURE REVIEW

Entrepreneurial Marketing

Entrepreneurial marketing is an approach to marketing that integrates the flexibility, innovation, and risk-taking characteristics of entrepreneurship with the principles and practices of marketing (Kakeesh et al., 2024). It reflects a mindset and sets of practices designed to allow businesses, particularly food and beverages firms, to survive and thrive in dynamic, competitive, and often resource-constrained environments (Edenkwo & Anukam, 2024). Unlike traditional marketing, which is typically more structured, strategic, and planned, entrepreneurial marketing is characterized by a higher degree of adaptability, proactivity, and creativity (Mutanho & Shumba, 2024). Small firms, due to their size and limited resources, are often forced to adopt a more agile and innovative approach to marketing in order to remain competitive (Omolekan, 2024). Entrepreneurial marketing is thus not just about selling products or services; it involves continuously exploring new opportunities, rapidly responding to changes in customer needs, and quickly adapting to market shifts.

Entrepreneurial marketing is the strategic process of applying entrepreneurial principles and innovative thinking to marketing practices, focusing on identifying and exploiting opportunities in competitive and dynamic markets (Sanusi & Aminu, 2023). It emphasizes flexibility, adaptability, and creativity, allowing businesses to maximize impact despite limited resources (Eze, 2024). This marketing approach prioritizes customer interaction and continuous feedback, enabling quick adjustments and fostering long-term relationships. It merges the proactive, risk-taking mindset of entrepreneurship with marketing strategies aimed at achieving growth and sustainability. Entrepreneurial marketing is driven by a vision to differentiate offerings, build brand value, and establish a unique market position, enhancing business success through unconventional and agile methods.

Ouragini and Lakhal (2024) submitted that the essence of entrepreneurial marketing is the entrepreneur's ability to identify and exploit opportunities in the marketplace that larger, more established firms may overlook. This might include targeting underserved or niche markets, offering personalized services, or creating innovative products that disrupt the status quo. Entrepreneurs must be willing to take calculated risks, and they often do so with limited financial or human resources. For example, a small business might leverage social media marketing, word-of-mouth, or influencer partnerships to build brand recognition with minimal investment. In this sense, entrepreneurial marketing becomes a powerful tool for overcoming resource limitations, allowing firms to compete effectively with larger firms despite having fewer resources at their disposal (Kakeesh et al., 2024).

Innovativeness

Innovativeness is a central concept in entrepreneurship that refers to the ability to develop and implement new ideas, products, services, processes, or business models that create value for customers, businesses, or society (Omolekan, 2024). According to Sahu and Panda (2024), it involves not only the creation of novel products but also the capacity to apply new approaches to solving problems or meeting market demands. For food and beverages firms, innovativeness plays a crucial role in ensuring that the business remains competitive, relevant, and sustainable in a market environment that is constantly evolving. It allows firms to distinguish themselves from competitors, appeal to niche markets, and respond quickly to changing consumer preferences (Edenkwo & Anukam, 2024).

Innovativeness involves creativity, experimentation, and a willingness to take risks (Sanusi & Aminu, 2023). It requires business leaders to move beyond conventional thinking and traditional methods to embrace new solutions and ideas that can improve products, services, or internal processes. This might include technological advancements, unique customer engagement strategies, or innovative business models that deliver enhanced value to customers (Hapsari et al., 2022). For example, an enterprise might adopt new digital tools or software to streamline its operations, or it might introduce a new product line that meets an emerging customer demand, such as eco-friendly or health-conscious products.

In the context of entrepreneurial marketing, innovativeness is often linked to the concept of disruption (Shalom et al., 2024). Food and beverages firms that embrace innovation are more likely to introduce products or services that challenge existing market norms or introduce new ways of doing business (Omolekan, 2024). This disruptive approach can lead to competitive advantage, as innovative firms can capture market share by offering something that customers value more or that competitors cannot easily replicate. Innovativeness also requires firms to be highly attuned to market trends, customer feedback, and emerging technologies, as these are the sources from which new opportunities arise (Hapsari et al., 2022).

For food and beverages firms with limited resources, innovativeness often involves finding creative, cost-effective solutions. Rather than investing heavily in expensive research and development, many firms rely on agile, iterative processes, where innovation is driven by feedback from customers and employees, and ideas are tested and refined quickly. Ultimately, innovation is a key driver of growth and sustainability for food and beverages firms, enabling them to adapt to changing market conditions, differentiate themselves from competitors, and meet the evolving needs of customers (Sahu & Panda, 2024).

Resource Leveraging

Resource leveraging refers to the strategic practice of maximizing the potential of available resources whether financial, human, technological, or relational by using them in a way that generates greater value and drives business success (Edenkwo & Anukam, 2024). For food and beverages firms, resource leveraging is critical, as these businesses often operate with limited capital, personnel, and infrastructure compared to larger firms. Therefore, firms must be adept at utilizing their resources creatively and efficiently to maintain a competitive edge, meet customer needs, and achieve growth objectives (Sanusi & Aminu, 2023). In its simplest form, resource leveraging involves finding ways to stretch limited resources to achieve greater outcomes (Hapsari et al., 2022). This can take many forms. Financially, it could mean seeking out cost-effective marketing strategies, such as leveraging social media or word-of-mouth advertising, instead of investing in expensive traditional media campaigns. It might also involve using technology to streamline operations, reduce costs, and improve productivity. For instance, food and beverages firms may use cloud-based tools or automation software to handle administrative tasks, freeing up time and resources to focus on growth or customer engagement.

Human resources play a significant role in resource leveraging as well. Firms often do not have the budget to hire large teams of employees, but they can compensate by fostering a culture of collaboration and flexibility. In the context of entrepreneurial marketing, resource leveraging also includes forming strategic alliances, securing favorable supplier relationships, and tapping into existing customer loyalty to expand market reach (Sanusi & Aminu, 2023). Small firms may, for example, leverage the trust and loyalty of existing customers to test new products or services without needing extensive marketing campaigns. By doing so, they minimize the risk of introducing new offerings and maximize their chances of success. Ultimately, resource leveraging enables firms to compete more effectively, often outperforming larger organizations that may be bogged down by bureaucracy and inefficiency.

Customer Intensity

Customer intensity refers to the degree of focus and engagement a business has with its customers (Mutanho & Shumba, 2024). It reflects the depth of the relationship between a business and its customers, emphasizing not only the frequency of interactions but also the quality and personal relevance of those interactions (Sanusi & Aminu, 2023). In the context of food and beverages firms, customer intensity is a vital component of business strategy, as it helps build loyalty, drive repeat business, and generate positive word-of-mouth (Edenkwo & Anukam, 2024). For small firms, which often have limited resources compared to larger competitors, cultivating strong customer relationships is an effective way to create a sustainable competitive advantage. Customer intensity is marked by a customer-centric approach to business operations, where the focus is placed on understanding the unique needs, preferences, and behaviors of each customer. It involves going beyond transactional relationships to establish deep, lasting connections (Sanusi & Aminu, 2023). For food and beverages firms, customer intensity often means providing highly personalized services, responding quickly to customer inquiries, and offering tailored solutions that meet specific needs. In industries like food and beverages, where preferences can vary widely, maintaining a high level of customer intensity is particularly important, as it allows businesses to adapt their offerings to suit evolving tastes and demands.

Moreover, customer intensity is driven by continuous engagement and interaction with the customer base. It involves actively listening to customer feedback, monitoring customer behavior, and using this data to refine products, services, and marketing strategies. This feedback loop helps food and beverages firms remain agile and responsive to customer needs, while also fostering a sense of loyalty and trust. Customers who feel valued and understood are more likely to return to the business, make repeat purchases, and recommend the brand to others. In an era where customer expectations are high, especially in competitive markets like food and beverages, businesses that exhibit high customer intensity can differentiate themselves from competitors by offering superior customer experiences.

Firm Performance

Firm performance refers to how well a firm achieves its goals, objectives, and targets, typically in terms of both financial and non-financial outcomes (Nafiu et al., 2023). Performance evaluation in the context of food and beverages firms is a multifaceted concept that encompasses a range of indicators, including profitability, market share, sales growth, operational efficiency, and customer satisfaction. While financial measures such as revenue growth and profitability are the most common ways to assess firm performance (Nworie et al., 2023), non-financial measures such as employee satisfaction, customer loyalty, innovation capacity, and brand strength are equally important, especially for firms operating in highly competitive and dynamic markets (Joseph, 2022). Firm performance refers to the effectiveness and success of an enterprise in achieving their business goals and objectives, often measured through various financial and non-financial indicators (Mutanho & Shumba, 2024). It encompasses the firm's ability to generate revenue, maintain profitability, and sustain growth while managing operational efficiency and resource utilization (Sanusi & Aminu, 2023). Firm performance is typically assessed by metrics such as sales growth, profit margins, return on investment, market share, and productivity levels. Non-financial measures might include customer satisfaction, brand reputation, innovation capacity, and employee engagement. Achieving strong firm performance is crucial for competitiveness and resilience, enabling the business to adapt to changing market conditions and foster long-term sustainability in the industry (Omolekan, 2024).

In a broader sense, firm performance is an indicator of a firm's ability to sustain its operations, respond to market challenges, and ultimately achieve long-term growth and success (Shalom et al., 2024). The performance of a firm is crucial not only for their survival (Ofulue et al., 2025) but also for their ability to compete with larger corporations, secure investments, and build a loyal customer base. High performance often results from effective management practices, strategic decision-making, innovation, and the efficient use of available resources (Hapsari et al., 2022). In industries like food and beverages, for instance, performance can be significantly impacted by factors such as product quality, customer service, and the ability to adapt to changing consumer trends. It is important to recognize that firm performance is context-dependent, meaning that the specific performance indicators may vary from one enterprise to another based on industry, market conditions, and organizational goals (Joseph, 2022).

Brand Awareness

Brand awareness refers to the extent to which customers are able to recognize or recall a brand and its associated products or services (Mandagi et al., 2024). It is a critical measure of a brand's presence in the minds of consumers, and it plays a significant role in influencing purchasing decisions. A high level of brand awareness means that a brand is easily identifiable by its target audience and is often the first choice when a consumer considers a particular category of products or services (Alfian et al., 2024). In the competitive business environment, brand awareness helps companies build a loyal customer base, attract new customers, and differentiate themselves from competitors. Brand awareness is typically developed through various marketing efforts, such as advertising, public relations, word-of-mouth, and social media (Prasojo & Aliami, 2024).

These activities help to ensure that the brand is top-of-mind for consumers, especially when they are making purchasing decisions. Strong brand awareness also leads to enhanced credibility and trust in a brand, which can encourage consumers to make purchases and recommend the brand to others. In the context of food and beverages firms, establishing brand awareness can be challenging due to limited resources. However, firms can leverage innovative and cost-effective marketing strategies, such as digital marketing, content creation, and community engagement, to improve their brand recognition and stand out in their respective markets.

Product Development

Product development refers to the process by which a company creates, designs, and introduces new or improved products into the market (Ogundipe et al., 2024). This concept encompasses a range of activities, from the initial idea generation and market research to the final stages of design, testing, and commercialization. Product development is not merely about innovation; it involves understanding market needs, developing solutions that address those needs, and continuously refining products based on customer feedback and competitive pressures (Alkasim et al., 2018). For food and beverages firms, product development is a critical driver of business growth, as it allows them to stay relevant, meet changing consumer preferences, and differentiate themselves from competitors. Product development is integral to the long-term success of any business, as it allows companies to introduce fresh offerings to the market, enter new segments, and respond to emerging trends or demands (Kesinro et al., 2018). Firms that are not large often need to be more agile in their approach to product development compared to larger firms, relying on creativity, flexibility, and close customer interactions to bring new ideas to life. Because small food and beverages firms typically have fewer resources than their larger counterparts, the product development process may be more resource-constrained, requiring businesses to make efficient use of available resources, time, and capital. However, the smaller scale of enterprises can also allow them to be nimbler and more responsive to market changes, quickly adjusting their products and services to meet evolving consumer needs.

Competitive Advantage

Competitive advantage refers to the attributes or capabilities that allow a business to outperform its competitors in the marketplace (Hanaysha et al., 2024). It involves the ability to create greater value for customers, typically through lower costs, unique product offerings, or superior customer service. Competitive advantage can stem from various factors, including the quality of products, technological innovation (Adeoye et al., 2019), branding, market positioning, operational efficiency, or customer relationships. In the context of food and beverages firms, competitive advantage is often derived from the ability to leverage unique resources, develop specialized expertise, or build strong local networks. Unlike large corporations that benefit from economies of scale, small firms often rely on agility, innovation, and deep customer hints to establish and maintain their competitive edge. For food and beverages firms, gaining a competitive advantage can be a challenging but essential task, particularly when they are up against larger, more established competitors. By focusing on niche markets, providing personalized services, or developing innovative products, small firms can differentiate themselves from their competition and create a loyal customer base. Competitive advantage is not a static concept; it requires businesses to continuously adapt to changing market conditions, consumer preferences, and technological advances (Hanaysha et al., 2024). Food and beverages firms that excel in creating competitive advantages often do so by understanding their customers' needs, quickly responding to market trends, and innovating in ways that larger firms may not be able to do as effectively.

Theoretical Framework

This study is anchored on the Resource-Based View (RBV) theory. This theory emerged as a response to the limitations of earlier economic-based theories, particularly the industrial organization (IO) theory, which focused mainly on market structures and competition. The RBV marked a paradigm shift by focusing on the firm's internal resources as the critical source of competitive advantage rather than external factors. Over time, scholars such as Jay Barney (1991) further expanded and refined the theory, making it one of the most influential frameworks in strategic management and organizational theory (Barney et al., 2021). The essence of the RBV is the notion that resources, defined as the assets, capabilities, organizational processes, information, and knowledge controlled by the firm are the primary drivers of its competitive advantage and performance (Nason & Wiklund, 2018).

According to the theory, not all resources are created equal; for a resource to contribute to sustained competitive advantage, it must meet four criteria: it must be valuable, rare, inimitable, and non-substitutable (often referred to as the VRIN framework) (Barney et al., 2021). Valuable resources help the firm exploit opportunities or neutralize threats in the marketplace. Rare resources are those that are not widely possessed by competitors. Inimitable resources are those that cannot be easily replicated by others, and non-substitutable resources are those for which there are no strategic equivalents (Nason & Wiklund, 2018). The Resource-Based View theory is highly relevant to the study of entrepreneurial marketing and firm performance in Anambra State, particularly in the food and beverage sector. The theory provides a valuable lens through which to examine how firms can leverage their internal resources such as human capital, technological innovations, organizational knowledge, and financial assets to create unique value propositions, enhance brand awareness, and develop competitive advantages.

Empirical Review

Kakeesh et al. (2024) examined the relationship between entrepreneurial marketing orientation and business performance among SMEs in the services sector of Jordan, with a specific focus on competitive aggressiveness as a mediating factor. Using a sample of 320 service-based companies, data were collected via both online and paper-based surveys. Structural equation modeling with AMOS software was applied to analyze the data. The results indicated a significant positive relationship between entrepreneurial marketing orientation and business performance among these SMEs.

Mutanho and Shumba (2024) analyzed the relationship between SME entrepreneurial marketing, defined as customer intensity and proactiveness, and overall SME performance in Manicaland Province, Zimbabwe. Three hypotheses were tested using empirical data from a survey of 190 entrepreneurs operating SMEs in the region. Factor analysis and structural equation modeling were employed to test the hypotheses. The study found that two dimensions of entrepreneurial marketing (customer intensity and proactiveness) positively influenced overall SME performance.

Omolekan (2024) explored the relationship between entrepreneurial innovation strategies and SME performance in the Yaba area of Lagos State, focusing on market innovation and technology innovation. The sample size of the study was 386. Using SmartPLS 3, a path model was developed to assess the impact of these innovations on SME performance, measured by brand recognition, patronage, and market share. The results revealed a weak negative effect of market innovation on SME performance, alongside a moderate positive correlation between technology innovation and performance. The study suggests that SMEs should prioritize technology innovation by investing more in research and development, adopting digital technologies, and fostering collaborative innovation networks.

Sahu and Panda (2024) investigated the influence of entrepreneurial marketing (EM) on the performance of Indian manufacturing-based SMEs during the COVID-19-induced environmental instability, focusing on the mediating role of innovative performance. Data were collected from 302 SME owners/managers via a structured survey, and the hypotheses were tested using structural equation modeling (SEM). The findings revealed that EM significantly influenced both innovation and SME performance, with innovative performance partially mediating the relationship between EM and SME performance. The study suggests that SMEs can achieve growth and innovation through effective entrepreneurial marketing practices, even in challenging environments like the COVID-19 pandemic.

Eze (2024) examined the relationship between entrepreneurial marketing capabilities and customer retention in supermarket outlets in Port Harcourt, Rivers State, Nigeria. The study used a descriptive research survey design, with data collected from 28 supermarket outlets and 112 staff members. The results, analyzed using Spearman's correlation, indicated a strong positive relationship between entrepreneurial marketing capabilities and customer retention. The study concluded that supermarket outlets should continuously explore entrepreneurial opportunities to sustain a competitive advantage, create value, take proactive steps, and drive innovation to retain customers.

Edenkwo and Anukam (2024) explored the impact of entrepreneurial marketing capabilities on the venture wellbeing of palm oil-producing SMEs in Imo State. The study aimed to understand how entrepreneurial marketing practices influence the wellbeing of these SMEs and their environmental care. Using a qualitative approach, the research employed content and thematic analysis, in-depth interviews, focused group discussions, and observations. The findings revealed that despite the lack of formal marketing education, entrepreneurs had a strong intuitive understanding of entrepreneurial marketing principles, which positively impacted their wellbeing. However, challenges such as limited funds for expansion and inadequate infrastructure for transportation were identified, indicating areas for improvement in their operations and growth potential.

Ouragini and Lakhal (2024) examined the impact of entrepreneurial marketing on firm performance in Tunisia, specifically investigating the relationship between the entrepreneurial marketing concept and its dimensions and firm performance. The study integrates both SMEs and large companies within the sample, offering a broader perspective on the topic. Data were collected through a survey of 328 firms across various sectors in the region of Sousse, Tunisia. Descriptive analysis and multiple regression analysis, using STATA software, were conducted to test the relationships. The results indicated a positive association between overall firm performance and entrepreneurial marketing.

Hanaysha et al. (2024) examined the relationship between entrepreneurial marketing dimensions and competitive advantage in small and medium enterprises (SMEs) in Gulf Cooperation Council countries. A structured survey was designed to collect data from SME owners and managers in the United Arab Emirates (UAE). The data were analyzed using SmartPLS4 software to test the hypotheses. The results indicated that innovativeness, resource leveraging, and customer intensity had a positive impact on competitive advantage. Additionally, opportunity focus, customer proactiveness, and value creation were also found to positively influence competitive advantage. However, the risk-taking dimension was not found to significantly predict competitive advantage.

Shalom et al. (2024) examined the effect of corporate entrepreneurship dimensions on the organizational performance of selected deposit money banks in Nigeria. The study aimed to assess the impact of innovation and proactiveness on the profit and customer base of these banks. A survey design was employed, covering a population of 950 bank staff, with a sample size of 570. Simple random sampling was used, and data were collected via a structured questionnaire. The study found that innovation had a significant positive effect on increased profit, while proactiveness positively influenced customer growth. The study concluded that corporate entrepreneurship significantly enhances the performance of banks.

Nafiu et al. (2023) investigated the relationship between entrepreneurial marketing practices (EMP) and the performance of SMEs in Kogi State. A survey research design was used, and data were collected from 208 participants. Descriptive statistics and multiple regression analysis were employed for data analysis. The findings revealed a negative, albeit insignificant, relationship between SMEs' proactiveness and customer satisfaction. However, the study found a significant positive link between risk-taking, innovativeness, and customer satisfaction, suggesting that these entrepreneurial marketing practices positively influence SME performance.

Nwekeala (2023) examined the association between entrepreneurial marketing strategies and sales performance in telecommunication firms in Port Harcourt. The study involved a sample of forty managers, including sales managers, business development managers, marketing managers, and procurement managers. A total of forty questionnaires were distributed, with four copies sent to each business. The reliability of the instrument was calculated using SPSS version 23, yielding a reliability coefficient of 0.78, which exceeds the industry standard of 0.7. The data were analyzed using descriptive and inferential statistics, and the hypotheses were tested with the Spearman Rank Order Correlation Method. The findings revealed a positive and significant relationship between innovativeness and sales performance, as well as between risk-taking and sales effectiveness. The study concluded that entrepreneurial marketing strategies focused on creativity and risk-taking can enhance the sales performance of telecommunication firms in Port Harcourt.

Nwekeala and Opara (2023) investigated the relationship between entrepreneurial marketing orientation and business success in cement firms in South-South Nigeria. Using a correlational survey design, the study covered 10 cement firms and 100 managerial staff, including production managers, quality control managers, marketing managers, and procurement managers. The questionnaire was distributed with ten copies to each firm, and the reliability of the instrument was determined using the Cronbach's alpha test, yielding a coefficient of 0.98. Descriptive and inferential statistics were employed, with hypotheses tested using Spearman Rank Order Correlation. The results showed a significant relationship between entrepreneurial marketing orientation and business success. The study concluded that cement firms need to continuously explore entrepreneurial opportunities and build strong customer relationships to sustain a competitive advantage.

Bernard (2023) explored the relationship between entrepreneurial marketing and sales performance in eateries in Port Harcourt, Rivers State. The study focused on seventy-five managerial staff from five fast food outlets. A structured questionnaire using a five-point Likert scale was employed for data collection. The data were analyzed using descriptive and inferential statistics, with Spearman's rank order correlation used to test the hypotheses. The findings indicated a significant relationship between entrepreneurial marketing and sales performance in eateries.

Akani et al. (2023) investigated the relationship between entrepreneurial marketing strategies and marketing performance in soft drink distribution firms in Port Harcourt. The study aimed to examine the extent to which entrepreneurial marketing strategies influence the marketing performance of soft drink distributors in Rivers State. Data were collected from 111 respondents across 37 soft drink distribution firms. The Spearman rank order coefficient was used to analyze the data with SPSS version 22. The results indicated a significant positive relationship between entrepreneurial marketing strategies and marketing performance, including customer acquisition and retention.

Nwekeala et al. (2023) investigated the impact of entrepreneurial market focus on organizational competitiveness in quoted industrial goods manufacturing firms in Nigeria. The study adopted a cross-sectional survey research design and focused on ten quoted industrial goods manufacturing firms. The sample consisted of 60 managers from various departments within each firm. Data were collected through a 39-item questionnaire, and statistical analysis was conducted using both univariate and bivariate statistics, including simple regression analysis. The results revealed that entrepreneurial market focus significantly enhances productivity, value creation, and new market exploration, thereby improving organizational competitiveness.

Gontur et al. (2023) examined the impact of entrepreneurial marketing dimensions on the competitive advantage of small and medium-scale enterprises in Plateau State, North Central Nigeria. The study explored the relationship between entrepreneurial marketing strategies such as change driving, bootstrapping, and calculated risk and competitive advantage in SMEs. A quantitative approach was employed, with questionnaires distributed to owners and managers of SMEs in Plateau State. A total of 286 respondents participated in the study. Multiple regression analysis was used to analyze the data using SPSS Version 26. The findings revealed that risk-taking had a weak relationship with competitive advantage, while change driving and bootstrapping showed a strong positive relationship with competitive advantage.

Sanusi and Aminu (2023) investigated the influence of entrepreneurial marketing dimensions on SME performance in Jigawa State, Nigeria. The study aimed to determine how various entrepreneurial marketing factors, including resource leveraging, innovativeness, pro-activeness, calculated risk-taking, customer intensity, opportunity-driven strategies, and value creation, influence SME performance in the region. A survey research design was employed, and data were collected through questionnaires from 210 registered SMEs in Jigawa State. Multiple regression analysis was used to test the hypotheses at a 5% significance level. The findings indicated that all seven entrepreneurial marketing dimensions had a significant positive effect on SME performance in Jigawa State.

Putta (2023) explored the relationship between entrepreneurial marketing and the financial performance of small and medium-scale enterprises in Pune, India. The study aimed to assess how entrepreneurial marketing affects the financial performance of SMEs. Using a qualitative approach, data were collected through a random sampling method with a questionnaire designed on a five-point Likert scale. A total of 346 entrepreneurs were surveyed, and data from 320 respondents were analyzed. Descriptive statistics, Cronbach's alpha for reliability, variance inflation factor (VIF) for multicollinearity, and regression analysis were conducted using IBM SPSS 23. The study found a significant and positive impact of entrepreneurial marketing on the financial performance of SMEs. The most influential factors were proactiveness, customer intensity, opportunity focus, resource leveraging, innovativeness, value creation, and risk-taking, with proactiveness being the most significant contributor.

Anoke et al. (2022) examined the effect of entrepreneurial marketing on the growth of SMEs in the post-COVID-19 era in Awka, Anambra State, Nigeria. The study focused on five entrepreneurs conducting business in Awka, who were purposively selected for the research. A qualitative research design was employed, and in-depth interviews were used to collect data from the participants. The data were transcribed, reviewed, and categorized into two main themes: technological-driven marketing and need-oriented entrepreneurial marketing. The study revealed that both need-oriented marketing and technology-driven marketing are crucial for the growth and sustainability of SMEs in the post-pandemic era.

Gbandi and Oware (2022) examined the impact of entrepreneurial marketing dimensions on the market performance of small-sized enterprises in Benin City, Edo State, Nigeria. The study sample consisted of 242 owners or managers of small-sized enterprises in the Benin City metropolis, selected using stratified and random sampling techniques. Data were collected using a survey and a questionnaire. Multiple regression analysis was applied to analyze the relationship between the variables. The results showed a significant positive relationship between entrepreneurial marketing dimensions (such as proactiveness, opportunity-focus, innovation, customer focus, resource leveraging, and value creation) and market performance.

Anthony et al. (2022) examined the influence of entrepreneurial marketing on the performance of SMEs in Gombe Metropolis, Gombe State, Nigeria. The study conceptualized entrepreneurial marketing as customer intensity, innovativeness, and proactiveness. The sample consisted of 359 small-scale businesses in Gombe Metropolis, with 189 SMEs selected using Taro Yamane's formula. Data were collected using questionnaires and analyzed using structural equation modeling (SEM). The results revealed that customer intensity and innovativeness had a significant positive influence on SME performance, while proactiveness showed a positive but insignificant influence. The study concluded that entrepreneurial marketing significantly affects the performance of SMEs in Gombe Metropolis.

Hanaysha and Al-Shaikh (2022) tested the impact of entrepreneurial marketing dimensions on firm performance in small and medium-sized enterprises (SMEs) in Saudi Arabia. Using a quantitative research approach, primary data were collected through a structured survey from 153 SMEs operating in Saudi Arabia. The data were analyzed using SPSS and Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess the validity and reliability of the measurement items and examine the effects of entrepreneurial marketing dimensions on firm performance. The study revealed that customer intensity and value creation positively affected firm performance, while innovativeness and resource leveraging were also positively correlated with performance. However, the effect of risk-taking on firm performance was found to be insignificant. Additionally, proactiveness and opportunity focus were found to have a significant positive effect on firm performance.

Amadi and Renner (2022) investigated the relationship between entrepreneurial marketing and sales performance in Food and beverages firms in Port Harcourt, Rivers State, Nigeria. The study aimed to answer four research questions and developed four hypotheses. The population of the study consisted of 60 senior managers from major firms, including International Breweries, Nigerian Bottling Company (NBC), Dufil Prima Foods, and Palm Nectar Breweries. Data were collected through a five-point Likert scale questionnaire, and analyzed using descriptive and inferential statistics, with the Spearman rank-order correlation coefficient. The study found a significant relationship between entrepreneurial marketing and sales performance.

Hapsari et al. (2022) analyzed the influence of entrepreneurial marketing dimensions, including proactiveness, calculated risk-taking, innovation-focused, and resource leveraging, on the business performance of micro, small, and medium enterprises (MSMEs) in Kendari City, Indonesia. The study focused on MSMEs in the food industry that survived during the COVID-19 pandemic. A sample of 100 respondents was selected, and data were collected using questionnaires. The research data were analyzed using Smart PLS 3. The findings revealed that all the entrepreneurial marketing dimensions such as proactiveness, calculated risk-taking, innovation-focused, and resource leveraging positively and significantly affected the business performance of MSMEs in the food sector. The study showed that MSME owners who act quickly, embrace risk, innovate, and leverage resources are more likely to enhance their business performance in a competitive market.

Olurunlambe (2021) examined the effect of entrepreneurial marketing on the performance of small-scale enterprises in North Central Nigeria. Using both quantitative and qualitative methods, the study surveyed 2,249 small-scale enterprise owners/managers from the region. A sample size of 343 was determined using Yaro Yamani's formula. Data collected from primary sources were analyzed using descriptive and inferential statistics, with qualitative data analyzed using Nvivo software. The study found that proactiveness was the best predictor of both financial and market performance, followed by customer intensity and value creation. Proactiveness, customer intensity, and value creation were significantly related to profitability, while value creation did not have a significant relationship with market performance. The study concluded that innovativeness, customer intensity, proactiveness, and value creation have a positive and significant impact on small-scale enterprise performance.

METHODOLOGY

This study adopted a survey research design to examine the influence of entrepreneurial marketing on the performance of food and beverages firms in Anambra State. The design is suitable because the study seeks to survey and capture the opinions of food and beverages firm owners and managers regarding the key variables of entrepreneurial marketing and performance indicators in their businesses. The population for this study consists of 10 selected food and beverages firms in Anambra State. The choice of 10 selected food and beverages firms is justified by their strategic role in driving economic growth and employment within the region. These firms were chosen based on their market presence, operational scale, and contribution to the local economy. The total population size which forms the unit of analysis is four hundred and eight. To determine the appropriate sample size for this study, the Taro Yamane formula was used, which is appropriate for determining sample sizes from a finite population, thus the sample size of two hundred and two was determined.

Primary data were collected using structured questionnaires targeting food and beverages firm managers and staff in the food and beverages sector. Questions covered innovativeness, customer intensity, and performance outcomes. A 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used to quantify agreement, enabling statistical analysis of responses. Content validity was ensured by a panel of marketing and business experts, including the research supervisor, who reviewed the questionnaire for clarity and relevance. After suggested revisions, the instrument was finalized. Reliability, which reflects measurement consistency over time was assessed using Cronbach's Alpha, following a pilot test involving 20 food and beverages firms in Enugu. The resulting coefficient of 0.8 exceeded the 0.7 threshold, indicating high internal consistency. Data were presented using descriptive statistics and Spearman's Rank Correlation used to test the formulated hypotheses. Hypotheses were tested at a 0.05 significance level to determine relationships between marketing strategies and firm performance.

RESULTS AND DISCUSSION

Results:

Hypothesis I: Innovativeness has no significant relationship with brand awareness among food and beverages firms.

Table 1

			Brand Awareness
Spearman's rho	Innovativeness	Correlation Coefficient	.712**
		Sig. (2-tailed)	.000
		N	202

Source: SPSS V. 26 Output

Table 1 presented the test for hypothesis I, where the relationship between innovativeness and brand awareness is tested. The Spearman's rho correlation coefficient is 0.712, and the p-value is 0.000. This indicates a strong, positive, and statistically significant relationship between innovativeness and brand awareness. With the p-value being well below the standard 5% significance level, it shows that the relationship is significant. The magnitude of the correlation suggests that as firms increase their innovativeness (such as introducing new products and adopting new technologies), their brand awareness tends to increase substantially. Therefore, the null hypothesis (that innovativeness has no significant relationship with brand awareness) is rejected. The alternate hypothesis was accepted since the p-value (0.000) is less than 0.05. Therefore, innovativeness has a significant and positive relationship with brand awareness among food and beverages firms (rho = 0.712, p = 0.000).

Hypothesis II: Resource leveraging has no significant relationship with product development among food and beverages firms.

Table 2

			Product Development
Spearman's rho	Resource Leveraging	Correlation Coefficient	.223**
		Sig. (2-tailed)	.002
		N	202

Source: SPSS V. 26 Output (2025)

Table 2 provides the test results for hypothesis II, which examines the relationship between resource leveraging and product development. The correlation coefficient is 0.223, with a p-value of 0.002. The positive correlation indicates that as firms leverage resources (whether human, financial, or physical), they experience a slight improvement in product development. Although this correlation is positive, it is weak, as indicated by the relatively low correlation coefficient. Nevertheless, the p-value of 0.002 is less than the 5% significance level, confirming that the association is statistically significant. This means that although resource leveraging has a significant but weak relationship with product development, the strength of the association is not as strong as that of innovativeness and brand awareness. The alternate hypothesis was accepted since the p-value (0.002) is less than 0.05. Therefore, resource leveraging has a significant and positive relationship with product development among food and beverages firms (rho = 0.223, p = 0.002).

Hypothesis III: Customer intensity has no significant relationship with competitive advantage among food and beverages firms.

Table 3

			Competitive Advantage
Spearman's rho	Customer Intensity	Correlation Coefficient	.363**
		Sig. (2-tailed)	.000
		N	202

Source: SPSS V. 26 Output (2025)

Table 3 tests hypothesis III, where the relationship between customer intensity and competitive advantage is explored. The Spearman's rho correlation coefficient is 0.363, with a p-value of 0.000. This suggests a moderate, positive, and statistically significant relationship between customer intensity and competitive advantage. The correlation coefficient indicates that as food and beverages firms increase their efforts to engage with and respond to customers (customer intensity), they tend to gain a competitive advantage. The p-value being 0.000 confirms that this relationship is significant at the 5% level, making it highly reliable and robust. The alternate hypothesis was accepted since the p-value (0.000) is less than 0.05. Therefore, customer intensity has a significant and positive relationship with competitive advantage among food and beverages firms (rho = 0.363, p = 0.000).

Discussion of Findings

The study reveals a significant and positive relationship between innovativeness and brand awareness among food and beverages firms (rho = 0.712, p = 0.000). This result suggests that innovative practices, such as introducing new products, adopting advanced technologies, or improving existing services, are instrumental in increasing brand awareness. Innovativeness helps firms capture consumer attention by offering unique or improved products that distinguish them from competitors. This engagement with new ideas or technologies tends to generate positive buzz around the brand, which can result in higher visibility and recognition. Several studies in the empirical review support this finding. Hanaysha et al. (2024) argue that innovation significantly impacts competitive advantage and, by extension, brand awareness. Similarly, Omolekan (2024) finds that technological innovations enhance firm performance, which likely contributes to brand visibility. Kakeesh et al. (2024) also assert that entrepreneurial marketing orientation, which includes innovativeness, has a positive impact on business performance, which would encompass brand awareness. Nwekeala (2023) observes that innovativeness drives sales performance, thereby contributing indirectly to increasing brand visibility. Additionally, Shalom et al. (2024) show how innovation positively impacts profits and customer growth, which are outcomes directly linked to heightened brand recognition. Finally, Eze (2024) highlights the role of entrepreneurial marketing capabilities, including innovativeness, in improving customer retention and, by extension, brand awareness.

The positive and significant relationship between resource leveraging and product development (rho = 0.223, p = 0.002) underscores the importance of effectively utilizing available resources) such as financial capital, technology, human skills, and external partnerships (in fostering new product creation. Resource leveraging enables firms to overcome limitations that might otherwise restrict their ability to innovate. By leveraging both internal and external resources, firms can access the necessary tools, expertise, and capital to engage in meaningful product development. Empirical studies align with this result. Nafiu et al. (2023) emphasize the positive link between resource leveraging and customer satisfaction, which can be a direct consequence of product development. Gbandi and Oware (2022) assert that leveraging available resources plays a vital role in enhancing market performance, suggesting that resource leveraging drives not just product development but overall performance. Bernard (2023) found a significant relationship between entrepreneurial marketing strategies, including resource leveraging, and product performance. Additionally, Akani et al. (2023) show that entrepreneurial marketing strategies, including resource leveraging, positively influence marketing performance, indirectly enhancing product development. Ouragini and Lakhal (2024) highlight the positive impact of resource leveraging on firm performance, which naturally involves activities like product development. Putta (2023) similarly finds that resource leverage contributes to overall firm performance, reinforcing its role in product innovation and development.

The study indicates a significant and positive relationship between customer intensity and competitive advantage (rho = 0.363, p = 0.000), suggesting that food and beverages firms that deeply engage with their customers and are highly responsive to customer needs and feedback are better positioned to gain a competitive advantage. Customer intensity involves creating strong customer relationships, understanding their needs, and aligning product offerings with customer expectations, which allows food and beverages firms to differentiate themselves from competitors. This increased customer loyalty and understanding foster a competitive advantage, enabling firms to maintain their market position. Empirical studies provide substantial backing for this finding. Hanaysha et al. (2024) argue that customer intensity is one of the key drivers of competitive advantage, suggesting that strong customer engagement directly enhances a firm's position in the market. Putta (2023) finds that customer focus positively influences competitiveness, emphasizing that understanding customer preferences is essential for maintaining a competitive edge. Nwekeala et al. (2023) point out that entrepreneurial market focus, which includes customer intensity, improves competitiveness through better productivity and value creation. Anthony et al. (2022) find that customer intensity significantly influences firm performance, including competitive advantage, by fostering customer loyalty and satisfaction. Finally, Olurunlambe (2021) notes that customer intensity, along with value creation, significantly impacts market performance and profitability, which are integral components of competitive advantage.

CONCLUSION AND SUGGESTIONS

The findings of the study have important implications for food and beverages firms in Anambra State, as they highlight the critical role of entrepreneurial marketing dimensions in shaping key aspects of business performance. Innovativeness emerges as a powerful driver of brand awareness, underscoring how adopting new ideas and technologies can substantially elevate a brand's visibility and recognition in a competitive market. Resource leveraging also plays a crucial role, facilitating product development by enabling firms to efficiently utilize both internal and external resources. This suggests that food and beverages firms that can effectively mobilize their resources are better positioned to innovate and adapt their product offerings, thus contributing to sustained growth and competitiveness. Furthermore, customer intensity is highlighted as a key determinant of competitive advantage, reflecting the significance of building strong, responsive relationships with customers. Firms that invest in understanding and meeting customer needs are better able to differentiate themselves from competitors and create a loyal customer base, which provides them with a significant edge in the marketplace.

These findings collectively emphasize the interconnected nature of entrepreneurial marketing practices and their collective influence on firms' ability to thrive in a competitive business environment. The significant positive relationships between innovativeness, resource leveraging, and customer intensity with brand awareness, product development, and competitive advantage respectively suggest that Food and beverages firms in Anambra State must focus on integrating these dimensions into their strategic activities. This approach not only enhances the firm's internal capabilities but also strengthens its position in the market, ensuring that it can respond to evolving customer preferences and industry trends. The study thus reinforces the importance of a holistic entrepreneurial marketing strategy that fosters innovation, optimizes resource use, and prioritizes customer engagement as a means of driving long-term business success and resilience in the face of competition.

However, the study suggested as follows:

1. Product development teams and marketing departments need to invest heavily in continuous innovation by introducing new products, improving existing offerings, and embracing new technologies to better meet consumer needs. Additionally, food and beverages firms should focus on developing innovative branding strategies that resonate with their target audience, using both traditional and digital platforms to increase visibility.

2. Financial managers need adopt a strategic approach to resource management by seeking out external funding opportunities, leveraging government programs and grants, and building strategic alliances with suppliers and distributors. Food and beverages firms should focus on optimizing internal resources, such as skilled labor and technology, to enhance their product development capabilities.

3. Marketing managers and customer service teams need prioritize customer-centric strategies that foster deeper engagement and loyalty by investing in advanced customer relationship management systems, conduct regular customer satisfaction surveys, and actively involve customers in the product development process.

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