International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

The Role Of Marketing Entrepreneurial Capability Model In Creating Young Entrepreneurs

Bagus Yunianto W[1*]
[1]Business Administration Department, Politeknik Negeri Semarang, Semarang, Indonesia
Andi Setiawan[2]
[2]Business Administration Department, Politeknik Negeri Semarang, Semarang, Indonesia
Makmun Riyanto[3]
[3]Business Administration Department, Politeknik Negeri Semarang, Semarang, Indonesia
Noor Suroija[4]
[4]Business Administration Department, Politeknik Negeri Semarang, Semarang, Indonesia
Sandi Supaya[5]
[5]Business Administration Department, Politeknik Negeri Semarang, Semarang, Indonesia

*Corresponding Author: bagusyuniantowibowo@polines.ac.id

Abstract

Higher education plays a crucial role in fostering young entrepreneurs in Indonesia. The HIEs program has made entrepreneurship its flagship profile to transform the job-seeking culture into a job-creating culture. However, the unemployment rate of graduates continues to rise. Therefore, this study aims to find a solution through the Marketing Entrepreneurial Capability (MECA) model rooted in the Resource-Advantage (R-A) theory. A survey was conducted among 241 entrepreneurial students in Central Java using a questionnaire as a data collection tool. Structural equation modeling techniques were employed to test the reliability and validity of the model. The study's results are expected to contribute to addressing the issue of graduate unemployment by enhancing students' entrepreneurial skills. This research presents a policy model that could serve as a foundation for research and policy-making in higher education in Central Java. The model aims to enhance the connection between the role of higher education and the development of young entrepreneurs (start-ups) by emphasizing Marketing Entrepreneurial Capability (MECA) as a crucial factor.

Key Words: Market Orientation, Marketing Entrepreneurial Capability, Product Customization,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

INTRODUCTION

Previous research has identified limitations in addressing comprehensive entrepreneurial research with a student entrepreneurial creation model in higher education. It is important to objectively evaluate and clearly explain the concept of entrepreneurial capability with precise word choice and a formal register (Frolova, Alwaely, & Nikishina, 2021; Neergaard, Robinson, & Jones, 2020). The text should adhere to conventional structure and formatting features, including consistent citation and footnote style. The language should be clear, concise, and logical with a balanced perspective and causal connections between statements. Grammatical correctness is essential. According to various studies, it is evident that achieving maximum results through theoretical approaches in the classroom is not the only way to foster student creation (Secundo, Mele, Sansone, & Paolucci, 2020; Thomassen, Williams Middleton, Ramsgaard, Neergaard, & Warren, 2019). Entrepreneurial creation, as highlighted by Sansone, Battaglia, Landoni, and Paolucci (2019), is an outcome of entrepreneurial learning that emerges from business practice. However, it is important to note that further research is needed to strengthen the entrepreneurial capability model.

This study seeks to introduce innovative concepts and empirical models of Marketing Entrepreneurial Capability (MECA) to address a research gap. Previous studies conducted by Pobbi and Antiaye (2020), and Iwu et al. (2021) have suggested that the entrepreneurship curriculum may not significantly impact the preparedness of graduates to pursue entrepreneurship. This finding presents a different perspective from the results of Tiberius, Weyland, and Mahto (2023); Boldureanu, Ionescu, Ana-Maria, Bedrule-Grigoruță, and Boldureanu (2020) which suggest that the entrepreneurship curriculum has a positive impact on graduates' readiness to become entrepreneurs and their entrepreneurial performance. It has been identified that the lack of involvement of business partners in the creation of student entrepreneurs may be a contributing factor to the challenges faced by universities as a source of entrepreneurial supply. Additionally, it may be worth considering the impact of technology adoption and market dynamics on the entrepreneurial capability model. Hence, it is believed that researching marketing entrepreneurial capabilities could potentially improve entrepreneurial performance within the R-A Theory framework.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

LITERATURE ANALYSIS AND METHODOLOGY

Literature Review

The concept of marketing entrepreneurial capability (MECA) is based on the Resource-Advantage Theory (R-A Theory) (Bicen, Hunt, & Madhavaram, 2021). This study further explores the idea of entrepreneurial capability as a resource that start-up businesses can utilize to address the challenges of competition and the ever-changing demands of the market. According to the MECA concept ((Kusa, Suder, Barbosa, Glinka, & Duda, 2022; Martín-Rojas, Garrido-Moreno, & García-Morales, 2023), proactiveness and innovativeness are considered essential components. The proactiveness element encourages start-up businesses to identify opportunities in their competitors' market niches. The concept of the teacher profile in entrepreneurship is considered a comparative advantage for marketing entrepreneurial capability (MECA), leading to improved start-up business performance. MECA encompasses proactiveness and innovativeness, which are fostered with the assistance of teachers (Porfírio, Carrilho, Jardim, & Wittberg, 2022). According to Joensuu-Salo, Peltonen, and Hämäläinen (2023), they play a crucial role in all stages of the process of establishing prosperous start-up enterprises.

The concept of marketing entrepreneurial capability (MECA) aims to create start-up businesses that perform well. It has been observed that start-ups often struggle to manage comparative and competitive capital due to their inability to read market demand movements and competitors' activities (Taghvaee & Talebi, 2022). However, market orientation can help start-ups balance their goal of managing customers and achieving superior performance (Woehler & Ernst, 2022). According to various studies, start-up businesses may have a greater chance of achieving superior performance if they are well-oriented to the dynamics of the destination market (Bodlaj & Čater, 2022; Chaudhary, Sangroya, Arrigo, & Cappiello, 2022; Crick, Karami, & Crick, 2022).

Entrepreneurship knowledge sharing is a process of cutting time to become a superior start-up business. Prospective start-up businesses can learn to develop their potential and capacity to deal with problems from those who have already become start-up businesses. Knowledge and experience can be comparative relationship capital for prospective start-up businesses to enter and adapt to the destination market. The better the process and benefits of knowledge sharing, the better the marketing entrepreneurial capability (Qader et al., 2022; Ramírez-Solis, Llonch-Andreu, & Malpica-Romero, 2022; Scuotto, Le Loarne Lemaire, Magni, &

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Maalaoui, 2022). The MECA concept can help start-up businesses improve start-up business performance with the help of knowledge sharing (Clarke, Mortensen, & Freytag, 2023; Vătămănescu, Mitan, Cotîrleț, & Andrei, 2022; Zayed et al., 2022). Another essence of service-offering customization is peripheral marketing for start-up businesses which is a market attractor for customers and potential customers to switch to start-ups. The concept of MECA as a driving capital can become a leverage factor for service-offering customization that can acquire consumers in the destination market (Kans & Ingwald, 2021; Ran, Song, & Yang, 2021).

According to Bicen et al. (2021); Hunt and Madhavaram (2020); and Hunt et al. (2022), the R-A Theory suggests that superior company performance can be achieved by focusing on competitive advantages that are oriented toward market needs rather than those of start-up businesses. The theory emphasizes the importance of product customization to effectively target the destination market with products that have specific value. Product customization may potentially assist start-up businesses in achieving superior performance in their target market. This is supported by the R-A Theory, which posits that all start-up businesses aim for superior financial and non-financial performance (Lin & Lin, 2023; Verna & Maisano, 2022; Yi, Huang, & Yu, 2022). This is supported by the R-A Theory, which posits that all start-up businesses aim for superior financial and non-financial performance. This is supported by the R-A Theory, which posits that all start-up businesses aim for superior financial and non-financial performance. Effectively managing comparative resources is essential for achieving excellence in R-A Theory. Start-up businesses must successfully transform these resources into competitive capital to gain a dominant market share (Clarysse, Andries, Boone, & Roelandt, 2023; İpek, Bıçakcıoğlu-Peynirci, & Hizarcı, 2023; Kasema, 2023).

METHODOLOGY

The study's primary data consists of the perceptions of the respondents regarding various aspects, including market orientation, entrepreneurship knowledge sharing, marketing entrepreneurial capability, product customization, service-offering customization, and entrepreneurial performance (Start-Up Business) in Central Java. This study focuses on Start-Up Businesses in 35 districts/cities in Central Java, comprising 29 districts and 6 cities. The sampling technique used is purposive sampling. The sample consists of entrepreneurial students who have operated their businesses for at least six months. The study involved 241 samples, which is the minimum requirement for SEM analysis tools ((Hair, Risher, Sarstedt, & Ringle, 2019). Model and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

hypothesis testing were conducted using the Regression Equation Test (Ferdinand 2014), which includes Confirmatory Factor Analysis in SEM-AMOS. The AMOS 23.0 computerized package was utilized to confirm the most dominant factors in one group of variables. Second, in SEM, regression weight is commonly used to examine the strength of the relationship between variables.

RESEARCH AND RESULTS

This study introduces the concept and empirical model of Marketing Entrepreneurial Capability (MECA) to address the gap in the entrepreneurship curriculum and the preparedness of graduates to become entrepreneurs, particularly in terms of entrepreneurial performance. Additionally, the study includes instrument testing for the MECA concept and empirical model.

Table 1 Instrument Test Results of MECA

Construct	Crounbach α	Item (Indicator)	*Valid*
Market orientation	0.868	Our Start-Up responds quickly to changing customer needs and wants	0.710
		Our Start-Up responds quickly to competitor activity	0.707
		Our Start-Up works in a coordinated manner to meet the needs of our target market	0.705
		Our Start-Up develops new products/services that will satisfy uncovered customer needs	0.755
Entrepreneurship knowledge sharing	0.817	Our college has easy access to information on best-in-class entrepreneurial practices	0.608
		Our college has procedures in place to acquire knowledge about entrepreneurial practices as a strategic partner	0.636
		Our college is actively involved in	0.694

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Construct	Crounbach α	Item (Indicator)	*Valid*
		processes that apply knowledge to solve new challenges in the entrepreneurial world	
		Our college has a structured mechanism for exchanging entrepreneurial best practices in different areas of business operations	0.613
Marketing entrepreneurial capability	0.861	Start-ups have business knowledge before starting this business	0.719
		Start-ups have networking capabilities to build relationships with suppliers, customers, and other network partners	0.744
		Start-ups actively explore new business opportunities	0.707
		Start-ups are highly innovative (in terms of creative ideas, products, processes, problem-solving, etc. in business)	0.664
Product customization	0.831	Start-ups can add product variety without sacrificing quality	0.687
		Start-ups can prepare different products at low cost	0.659
		Start-ups are highly capable of large-scale product customization	0.712
		The ability of start-ups to respond quickly to customized product requirements is very high	0.581
Service-offering customization	0.838	Start-ups can easily add a significant variety of services without increasing costs	0.618
		Start-ups can set up different services at	0.689

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Construct	Crounbach α	Item (Indicator)	*Valid*
		low cost	
		Start-ups are highly capable of large-scale service customization	0.729
		The ability of start-ups to respond quickly to customized service requirements is very high	0.650
Entrepreneurial performance	0.874	Our customer retention rate is relatively high compared to all other direct competitors	0.730
		Our sales growth rate is relatively high compared to all other direct competitors	0.729
		Our profitability is relatively high compared to all other direct competitors	0.723
		Our return on investment rate is relatively high compared to all other direct competitors	0.736

The table above indicates that all Latent Constructs/Variables formed from 32 items are reliable (above 0.70) and valid (above 0.138), suggesting their ability to form the MECA research model. The subsequent step would be to perform a Confirmatory Factor Analysis on the complete model to verify its compliance with the eligibility criteria for a good model. Both statistical and non-statistical approaches were utilized to assess the feasibility of this research model.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

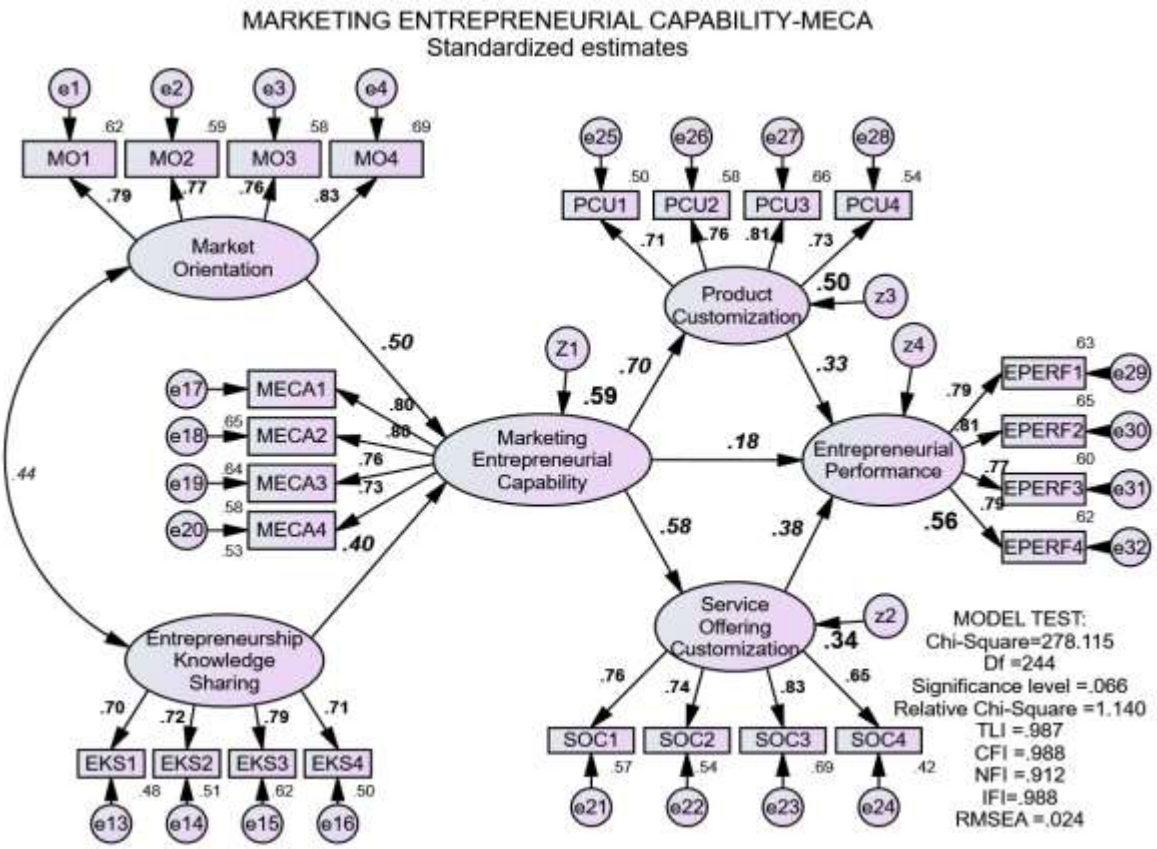


Figure 1 CFA Test Results Full Model MECA

The confirmatory factor analysis suggests that the full MECA model constructs meet the fit criteria required to form a research model. As shown in the table above, the TLI 0.987; CFI, 0.988; NFI 0.912; IFI 0.988; and RMSEA 0.024 values meet the goodness of fit provisions for the MECA model constructs. Therefore, the MECA model is considered suitable for forming a research model. The next step is to conduct hypothesis testing on the MECA model.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Table 2 MECA Hypothesis Testing Results

			Estimate	C.R.	P	Label	Conclusion
Market Orientation	→	Marketing Entrepreneurial Capability	0.467	7.092	***	H1	Supported
Entrepreneurship Knowledge Sharing	→	Marketing Entrepreneurial Capability	0.482	5.586	***	H2	Supported
Marketing Entrepreneurial Capability	→	Service Offering Customization	0.616	7.482	***	H3	Supported
Marketing Entrepreneurial Capability	→	Product Customization	0.684	8.312	***	H4	Supported
Marketing Entrepreneurial Capability	→	Entrepreneurial Performance	0.187	1.966	.049	H5	Supported
Product Customization	→	Entrepreneurial Performance	0.347	3.449	***	H6	Supported
Service Offering Customization	→	Entrepreneurial Performance	0.366	4.634	***	H7	Supported

The results in the table above show a CR value > 1.96 with P < 0.05 and a Lambda or factor loading value > 0.5. These results indicated that the hypothesis proposed in the MECA model is acceptable.

CONCLUSION AND RECOMMENDATIONS

The data analysis results suggest that the MECA research model meets the criteria for goodness of fit. Furthermore, the t-test on Regression Weights has also yielded positive results. These findings could offer valuable insights for the MECA Modeling in the company's policy model for entrepreneurial performance (Start-Up Business) in Central Java in the long term. According

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

to our study, MECA Modeling suggests that market orientation is the most dominant ranking variable that significantly improves entrepreneurial performance (Start-Up Business) in Central Java in the long term. It is recommended that Start-Ups respond quickly to changes in customer needs and wants. Additionally, it is suggested to maintain a clear and logical structure throughout the text, use precise technical vocabulary, and adhere to formal language and grammatical correctness. This section pertains to the measurement of MECA by respondents. Prospective entrepreneurial students are encouraged to practice becoming customers to gather information for the progress of their start-up business. As per the Resource-Advantage (R-A) theory, information from the market (customers) is imperfect, which can make it expensive to obtain complete and accurate information (Hansen, McDonald, & Hatfield, 2023). Hence, entrepreneurial students must comprehend the requirements of their customers to achieve success.

Second, start-ups react quickly to competitors' activities. Start-ups are often recognized for their agility in responding to competitors' actions, as measured by the MECA metric. Another factor contributing to success is the ability of aspiring entrepreneurs to anticipate and respond to competitors. The concept of Observe, Imitate, and Modify (ATM) remains relevant today. It is important to emphasize to prospective entrepreneurial students that superior products, whether goods or services are those that are challenging to replicate. To achieve sustainable excellence, innovation plays a crucial role. Furthermore, the Start-Up operates in a coordinated manner to address the requirements of the target market. This is due to the measurement of MECA by respondents, where MECA is built through the coordination of all parties (value co-creation) to prioritize customer needs. By doing so, prospective entrepreneurial students will be better equipped to maintain product quality, taste, and price, while also taking into account service quality. It is suggested that future MECA research agendas consider the inclusion of students from universities in other regions to enhance and reinforce existing theories and prior research. Furthermore, it is recommended that future research expand upon the R-A Theory and incorporate additional variables into the MECA model, such as selling orientation and customer selling orientation (Kuo, Kao, Tang, & Tsai, 2022; Locander, Darrat, & Babin, 2023).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

REFERENCES

Bicen, P., Hunt, S. D., & Madhavaram, S. (2021). Competitive innovation alliance performance: Alliance competence, alliance's market orientation, and relational governance. *Journal of Business Research, 123*, 23-31. doi:10.1016/j.jbusres.2020.09.040

Bodlaj, M., & Čater, B. (2022). Responsive and proactive market orientation about SMEs' export venture performance: The mediating role of marketing capabilities. *Journal of Business Research, 138*, 256-265. doi:10.1016/j.jbusres.2021.09.034

Boldureanu, G., Ionescu, A. M., Ana-Maria, B., Bedrule-Grigoruță, M. V., & Boldureanu, D. (2020). Entrepreneurship Education through Successful Entrepreneurial Models in Higher Education Institutions. *Sustainability, 12*(3), 1267. doi:http://dx.doi.org/10.3390/su12031267

Chaudhary, S., Sangroya, D., Arrigo, E., & Cappiello, G. (2022). The impact of market orientation on small firm performance: a configurational approach. *International Journal of Emerging Markets, ahead-of-print*(ahead-of-print). doi:10.1108/IJOEM-03-2021-0411

Clarke, A. H., Mortensen, B., & Freytag, P. V. (2023). Knowledge intensive business service (KIBS) firms' use of visualization for customer participation and knowledge sharing during the service process. *Industrial Marketing Management, 109*, 32-43. doi:10.1016/j.indmarman.2022.12.004

Clarysse, B., Andries, P., Boone, S., & Roelandt, J. (2023). Institutional logics and founders' identity orientation: Why academic entrepreneurs aspire lower venture growth. *Research Policy, 52*(3). doi:10.1016/j.respol.2022.104713

Crick, J. M., Karami, M., & Crick, D. (2022). Is it enough to be market-oriented? How coopetition and industry experience affect the relationship between a market orientation and customer satisfaction performance. *Industrial Marketing Management, 100*, 62-75. doi:10.1016/j.indmarman.2021.11.002

Frolova, Y., Alwaely, S. A., & Nikishina, O. (2021). Knowledge Management in Entrepreneurship Education as the Basis for Creative Business Development. *Sustainability, 13*(3). doi:10.3390/su13031167

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review, 31*(1), 2-24. doi:10.1108/or-11-2018-0203

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Hansen, J. M., McDonald, R. E., & Hatfield, H. (2023). Exploring market orientation versus finance orientation effects on perceived CSR motivations and outcomes using resource-advantage (R-A) theory. *Journal of Business Research, 164*. doi:10.1016/j.jbusres.2023.113977

Hunt, S. D., & Madhavaram, S. (2020). Adaptive marketing capabilities, dynamic capabilities, and renewal competences: The "outside vs. inside" and "static vs. dynamic" controversies in strategy. *Industrial Marketing Management, 89*, 129-139. doi:10.1016/j.indmarman.2019.07.004

Hunt, S. D., Madhavaram, S., & Hatfield, H. N. (2022). The marketing discipline's troubled trajectory: The manifesto conversation, candidates for central focus, and prognosis for renewal. *AMS Review*. doi:10.1007/s13162-022-00238-y

İpek, İ., Bıçakcıoğlu-Peynirci, N., & Hizarcı, A. K. (2023). A meta-analytic synthesis of how market and entrepreneurial orientation contribute to export performance: Do home country institutions matter? *Industrial Marketing Management, 108*, 1-22. doi:10.1016/j.indmarman.2022.11.001

Iwu, C. G., Opute, P. A., Nchu, R., Eresia-Eke, C., Tengeh, R. K., Jaiyeoba, O., & Aliyu, O. A. (2021). Entrepreneurship education, curriculum and lecturer-competency as antecedents of student entrepreneurial intention. *The International Journal of Management Education, 19*(1). doi:10.1016/j.ijme.2019.03.007

Joensuu-Salo, S., Peltonen, K., & Hämäläinen, M. (2023). The importance of HEI managerial practices in teachers' competence in implementing entrepreneurship education: Evidence from Finland. *The International Journal of Management Education*. doi:10.1016/j.ijme.2023.100767

Kans, M., & Ingwald, A. (2021). Service-based business models in the Swedish railway industry. *Journal of Quality in Maintenance Engineering*. doi:10.1108/jqme-06-2021-0051

Kasema, R. (2023). Key factors influencing the export performance of SMEs in Rwanda: evidence from the non-traditional export sector. *Asia Pacific Journal of Innovation and Entrepreneurship*. doi:10.1108/apjie-02-2022-0014

Kuo, S.-Y., Kao, Y.-L., Tang, J.-W., & Tsai, P.-H. (2022). Impacts of emotional regulation, adaptive selling and customer-oriented behavior on sales performance: the moderating role of job resourcefulness. *Asia Pacific Journal of Marketing and Logistics*. doi:10.1108/apjml-12-2021-0869

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Kusa, R., Suder, M., Barbosa, B., Glinka, B., & Duda, J. (2022). Entrepreneurial behaviors that shape performance in small family and non-family hotels during times of crisis. *International Entrepreneurship and Management Journal, 18*(4), 1545-1575. doi:10.1007/s11365-022-00812-7

Lin, S., & Lin, J. (2023). How organizations leverage digital technology to develop customization and enhance customer relationship performance: An empirical investigation. *Technological Forecasting and Social Change, 188*. doi:10.1016/j.techfore.2022.122254

Locander, D. A., Darrat, M. A., & Babin, B. J. (2023). Examining the impact of salesperson orientation on creative selling, passive deviance, and organizational outcomes. *Journal of Business Research, 154*. doi:10.1016/j.jbusres.2022.113391

Martín-Rojas, R., Garrido-Moreno, A., & García-Morales, V. J. (2023). Social media use, corporate entrepreneurship and organizational resilience: A recipe for SMEs success in a post-Covid scenario. *Technological Forecasting and Social Change, 190*. doi:10.1016/j.techfore.2023.122421

Neergaard, H., Robinson, S., & Jones, S. (2020). Transformative learning in the entrepreneurship education process: the role of pedagogical nudging and reflection. *International Journal of Entrepreneurial Behavior & Research, 27*(1), 251-277. doi:10.1108/ijebr-04-2020-0235

Pobbi, M. A., & Antiaye, E. (2020). Linking entrepreneurship education and training with students and graduates entrepreneurial intention. *International Journal of Research in Business and Social Science (2147- 4478), 9*(7), 274-288. doi:10.20525/ijrbs.v9i7.920

Porfírio, J. A., Carrilho, T., Jardim, J., & Wittberg, V. (2022). Fostering Entrepreneurship Intentions: The Role of Entrepreneurship Education. *Journal of Small Business Strategy, 32*(1). doi:10.53703/001c.32489

Qader, A., Zhang, J., Ashraf, S., Syed, N., Omhand, K., & Nazir, M. (2022). Capabilities and Opportunities: Linking Knowledge Management Practices of Textile-Based SMEs on Sustainable Entrepreneurship and Organizational Performance in China. *Sustainability, 14*(4). doi:10.3390/su14042219

Ramírez-Solis, E. R., Llonch-Andreu, J., & Malpica-Romero, A. D. (2022). Relational capital and strategic orientations as antecedents of innovation: evidence from Mexican SMEs. *Journal of Innovation and Entrepreneurship, 11*(1). doi:10.1186/s13731-022-00235-2

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Ran, C., Song, K., & Yang, L. (2021). University libraries provide intellectual property information service in China: theoretical framework and system development. *Journal of Industry-University Collaboration, 3*(1), 15-34. doi:10.1108/jiuc-10-2020-0008

Sansone, G., Battaglia, D., Landoni, P., & Paolucci, E. (2019). Academic spinoffs: the role of entrepreneurship education. *International Entrepreneurship and Management Journal, 17*(1), 369-399. doi:10.1007/s11365-019-00601-9

Scuotto, V., Le Loarne Lemaire, S., Magni, D., & Maalaoui, A. (2022). Extending knowledge-based view: Future trends of corporate social entrepreneurship to fight the gig economy challenges. *Journal of Business Research, 139*, 1111-1122. doi:10.1016/j.jbusres.2021.10.060

Secundo, G., Mele, G., Sansone, G., & Paolucci, E. (2020). Entrepreneurship Education Centres in universities: evidence and insights from Italian "Contamination Lab" cases. *International Journal of Entrepreneurial Behavior & Research, 26*(6), 1311-1333. doi:10.1108/ijebr-12-2019-0687

Taghvaee, S., & Talebi, K. (2022). Market orientation in uncertain environments: The enabling role of effectuation orientation in new product development. *European Management Journal*. doi:10.1016/j.emj.2022.01.005

Thomassen, M. L., Williams Middleton, K., Ramsgaard, M. B., Neergaard, H., & Warren, L. (2019). Conceptualizing context in entrepreneurship education: a literature review. *International Journal of Entrepreneurial Behavior & Research, 26*(5), 863-886. doi:10.1108/ijebr-04-2018-0258

Tiberius, V., Weyland, M., & Mahto, R. V. (2023). Best of entrepreneurship education? A curriculum analysis of the highest-ranking entrepreneurship MBA programs. *The International Journal of Management Education, 21*(1). doi:10.1016/j.ijme.2022.100753

Vătămănescu, E.-M., Mitan, A., Cotîrleț, P. C., & Andrei, A. G. (2022). Exploring the Mediating Role of Knowledge Sharing between Informal Business Networks and Organizational Performance: An Insight into SMEs Internationalization in CEE. *Sustainability, 14*(7). doi:10.3390/su14073915

Verna, E., & Maisano, D. A. (2022). A benchmark analysis of the quality of distributed additive manufacturing centers. *International Journal of Quality & Reliability Management, 39*(6), 1488-1505. doi:10.1108/ijqrm-07-2021-0214

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Woehler, J., & Ernst, C. (2022). The importance of marketing mix planning and customer orientation for venture capital–financed startups: impacts on valuation, performance, and survival. *Journal of Research in Marketing and Entrepreneurship, 25*(1), 1-25. doi:10.1108/jrme-08-2021-0098

Yi, M., Huang, Z., & Yu, Y. (2022). Creating a Sustainable E-Commerce Environment: The Impact of Product Configurator Interaction Design on Consumer Personalized Customization Experience. *Sustainability, 14*(23). doi:10.3390/su142315903

Zayed, N. M., Edeh, F. O., Islam, K. M. A., Nitsenko, V., Polova, O., & Khaietska, O. (2022). Utilization of Knowledge Management as Business Resilience Strategy for Microentrepreneurs in Post-COVID-19 Economy. *Sustainability, 14*(23). doi:10.3390/su142315789

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License