

## MARKETING AND INTERNATIONAL ENTREPRENEURIAL STRATEGIES OF THE SME'S AND BRICOLAGE ROLE WITH MARKETING MANAGERS

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### ABSTRACT

The focus of this study is on discovering information about entrepreneurial marketing and bricolage on the consequences of innovation in SME's, as well as to establish the groundwork for future research, most of the managers of SME's uses the bricolage to develop their individual administrative and resource managing level and thus the development and expansion of the company. Whereas, bricolage was not limited to large corporations and multinational corporations only, Using the concept of bricolage, an improvisational approach that allows learning from concrete experience, We conducted field research in the form of eight semi-structured interviews with marketing managers and CEOs, as well as a literature study in the areas of marketing, entrepreneurship, bricolage, and innovation. The study cover justifications and innovations for development and change on a small and large scale by using the bricolage and the entrepreneurial marketing.

**Keywords:** Entrepreneurial Marketing, Bricolage, International Entrepreneurial Strategies, Marketing Managers.

### I. INTRODUCTION

The goal of this research is to learn about the main elements of marketing's application to entrepreneurship, as well as the tactics and tools that identify the behavior of international SME's. The study indicates how entrepreneurial marketing might help post-transition start-ups internationalize faster.

The globe has seen many cycles of economic collapse, such as the Depression Of the 1930s, the financial collapse in the late 2000s, and, least lately, the global economic crisis, which all have a massive effect on small and medium-sized businesses. COVID-19, since it deprives small and medium-sized firms of critical resources. According to this study, SME's adopt bricolage to react with unfavorable economic shocks. Since there is a lot of debate on how SME's apply the bricolage practices, there seems to be little actual evidence about what occurs in crisis situations in the literature. We did a qualitative study of seven SME's in Turkey and Saudi Arabia to see if the bricolage method described in the literature is compatible with how SME's employ bricolage to avoid a business environment crisis and improve their performance.

#### 1.1 Study Significance

The significance of this research arises from the fact that:

**First:** The theoretical significance and its demonstrated by:

1. Determining the theoretical value of the factors (marketing entrepreneurship, bricolage, and innovation) is a current topic in the field of entrepreneurship.
2. The subject of this study's factors, particularly marketing managers' behavior, will open doors and motivate other researchers to probe into the specifics of other variables not addressed in this study, resulting in the accumulation of information.
3. To go more into the subject of entrepreneurship and bricolage, as earlier research in this field had not yielded a wealth of knowledge despite its early and significant importance.

**Second:** The practical significance and its demonstrated by:

1. This research will aid in the identification of basic dimensions and indicators for measuring entrepreneurship and bricolage in SME's.

2. The outcome may help to clarify the role of practical marketing managers in SME's with Bricolage and entrepreneurial tactics, as well as the development of innovative marketing solutions to a variety of problems.

### 1.2 Study Objectives

This research has two objectives: First is to investigate the idea of entrepreneurial marketing. Many publications and related studies are still looking for the best way to characterize and quantify entrepreneurial marketing and bricolage because this field of study is still in its infancy. By selecting an acceptable measure of entrepreneurship orientation, market orientation, repeat entrepreneurial marketing, and bricolage research for SME's, this study will seek to improve credibility.

The research second objective is to arrive at the moderation factor of Bricolage use in business in relation to SME's' performance.

### 1.3 Hypothesis

H<sub>1</sub>: EB is strongly linked with growth performance of SME's.

H<sub>2</sub>: Companies (SMEs and start-ups) that integrate bricolage practices with high levels of innovation will impact the growth.

H<sub>3</sub>: Entrepreneurial Orientation relates positively to SME's performance..

## II. LITERATURE REVIEW

### 2.1 Entrepreneurship

Entrepreneurship is critical to the growth of any country. an entrepreneur is "the economic entity whose primary job is to execute novel combinations." (Schumpeter, 2008:401) Entrepreneurs may be regarded the key players in a competitive environment, where competition leads to cost reductions, lowering not just economic losses, but also the value of products and services. It also results in several modernizations due to the advent of new technology. Entrepreneurship has long been regarded as a secondary occupation. Entrepreneurship has an influence on a country's social and economic systems. The application of entrepreneurial functions in general has resulted in the solution to many socioeconomic issues of unemployment and low income (the potential of building a middle class among the economically active people). It also allows for the formation of new production with various functional orientations, which provides a favorable business and investment climate for the regional or national economic system, It is standard practice to utilize the economic indicator as a "entrepreneurial activity" to evaluate entrepreneurial activity (Thomas, 2021:553-584).

#### 2.1.1 International Entrepreneurship and Resource Dependency

The importance of growth institutions to the economy cannot be overstated. Exploring international prospects is an important part of entrepreneurship development (Bosma, et al., 2009: 191-213), but resource restrictions in small businesses can make this difficult. As a result, SMEs that can acquire the resources needed for international expansion will have a substantial economic effect (Ruzzier, et al., 2006:180). Perceptual and experience elements, such as perceived danger, knowledge, and cultural differences, are the major drivers of entrepreneurial internationalization, according to Arbaugh, et al., (2008:366-370) He discovered that the age and size of a company's balance sheet, as well as its level of success in the local market.

#### 2.1.2 Entrepreneurial Marketing

EM as a concept expresses a clear statement about how SME's engage marketing, as well as the need to comprehend marketing in SME's within the larger basis and key concepts of SME's. Kraus, et al., (2010:19-34) stated that entrepreneurial marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders, and have the characteristics of being innovative, willing to take risks, being proactive, and possible without controlled resources. According to Backbro, et al., (2006:10-12), entrepreneurial marketing is an overlapping aspect between entrepreneurship and marketing, which is shown through the behavior of each individual or organization to build and promote market ideas, as well as develop new ideas in order to create customer value. Traditional marketing provides the basis for intentionally and planned formal market research. In order to adequately meet the demands of the customer before developing

any product or service (Stokes, 2000:1-16). the marketer must correctly analyze the client's needs. In comparison it is a more casual and flexible approach to consumer assessment for entrepreneurial marketing. Nothing is planned or detailed, but individuals in the field need enough knowledge, Regular marketing which demands formal marketing information to be organized and sent to the proper individuals in order to create appropriate items or services to fulfill the needs of the client.

### 2.1.3 Entrepreneurial Competence

There is no precise definition of EC as an accepted structure, and the literature lacks a consistent understanding of the word and we explain the meanings and consequences of the numerous components employed by the writers. As a result, Figure 1 displays and analyzes the definitions of (Man, et al., 2002:123-142), (Bird, et al., 1995:51-72), and (Mitchelmore, et al., 2010:92-111). Knowledge and skill components are equivalent to the definitions found in competence perceptions. However, we discover other components in the field of entrepreneurship, such as personality traits, motives, self-images, and social roles.

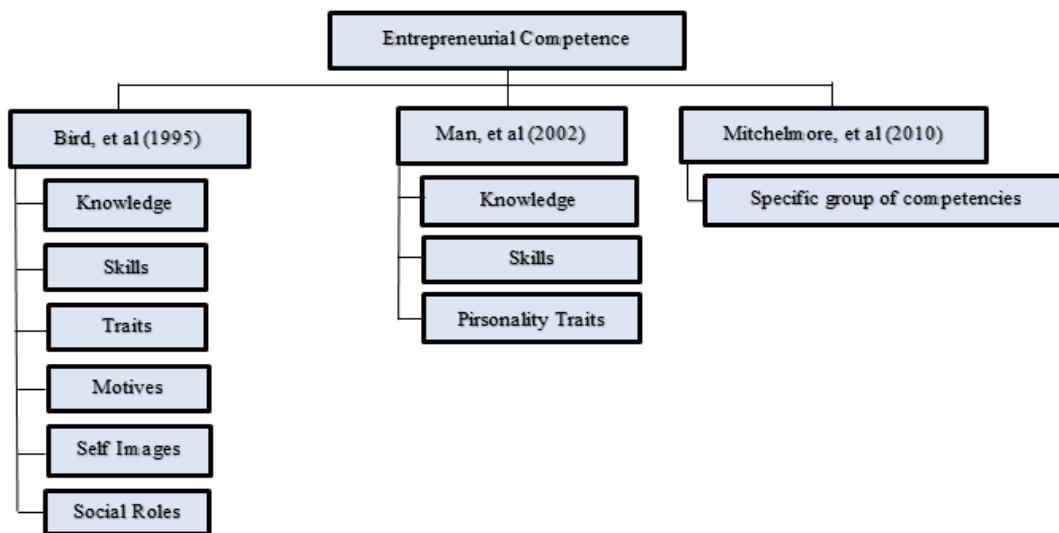


Figure 1: Components of entrepreneurial competence

**Knowledge:** "Knowledge is the outcome of learning and absorption of information." A combination of facts, concepts, beliefs, and practices connected with an area of work or study is known as knowledge. There are two categories of knowledge in the European Qualifications Framework: theoretical and/or factual knowledge (EU, 2017:20).

**Skills:** An individual need extensive information that is then utilized in a specific environment to solve problems and perform tasks. "Skills refer to the capacity to apply and use knowledge to fulfill tasks and solve problems." Cognition skills are defined as "the use of logical, intuitive, creative, or practical reasoning (including manual dexterity and the use of procedures, materials, equipment, and tools)" (EU, 2017:20).

**Personality trait:** "A personality trait is defined as a feature of an individual that has a broad impact on a variety of trait-related reactions" (Ajzen, 2005:2). Most sociologists agree on the evaluative aspect of circumstances as manifested in a range of observable responses, according to Ajzen, (2005:3-6) Personality characteristics, on the other hand, are not always evaluative and indicate inclinations for reacting (e.g., being social or self-confident).

### 2.1.4 Entrepreneurial Marketing Strategy

Entrepreneurial marketing aims to develop ideas and innovating in response to market demands that are intuitively understood. In order to find clients, EM uses interactive marketing strategies that rely on word of mouth. Informal data collecting via personal networks and communications is also a part of EM (Kilenthong, et al., 2015:1-18). In marketing management, entrepreneurship in developing markets focuses on identifying new market opportunities through marketing processes and then using innovations in the marketing strategy to more efficiently take advantage of economically promising opportunities. EM makes use of the ability to find new users for existing items, as well as new products and markets.

Since global company environments are always changing, marketing strategists must first discover market opportunities before developing market-responsive policies. Many businesses devise strategies to address the most pressing difficulties they face on a daily basis. The business difficulty is one of these challenges. This concept pertains to the company's ability to profit from its market. The corporation aims to explore and exploit new goods and market opportunities using this strategic strategy. A prospector business produces marketing strategies that respond to changing client demands by using creative ideas, and the marketing strategy must be proactive, dynamic, and reactive. The direct alignment of the company's resources and skills is required for marketing strategy (Singh, et al., 2015:15-25). As a result, marketing tactics help companies achieve their aims and objectives. They provide forth a roadmap for marketers to follow in order to implement the approaches required for marketing success.

Companies respond to market opportunities through marketing and entrepreneurship, which are critical strategic directions. Entrepreneurs can begin to explore for opportunities and competitive advantages for their businesses by combining the aspects of entrepreneurship, marketing strategy, and management (Ahmadi, at al., 2016:47-60). The marketing strategy should have a target, and we're discussing how to employ EM as a fundamental component of the marketing strategy to accomplish long-term growth and development in this scenario. EM becomes a helpful tool for adopting labeling initiatives since it focuses on innovation, taking risks, and searching out the maximum rewards. Opportunities must be recognized by EM practitioners, and their strategy and tactics must be adjusted accordingly (Schindehutte, at al., 2010:75-94). By driving and influencing the market rather than pursuing it, EM encourages enterprises to investigate expected and hidden requirements. Focuses on innovative client acquisition, retention, and development strategies (Miles, et al., 2015:94-111).

**2.1.5 Entrepreneurial Marketing Applied**

Through sustainable value propositions in existing and new markets, entrepreneurial marketing fosters innovation and generates and renews competitive advantage. Rather than the usual analytical planning method, entrepreneurial marketing necessitates intense thinking, communication, and motivation (Thomas, et al., 2013:238-260). Entrepreneurial marketing should be viewed as a set of procedures for creating, communicating, and delivering value. Entrepreneurial marketing is a method that follows the development and design of relevant product or service offers rather than starting with the assumption of an existing market. It's a method of looking for new ways of thinking and performing. Among the main categories of entrepreneurial marketing as presents in (Table 1) the component of different kinds of entrepreneurship marketing Applied at Specific Levels.

**Table 1:** Component of entrepreneurship marketing Applied with 3 key aspects.

<b>Entrepreneurial Marketing Sections</b>	<b>Marketing Culture</b>	<b>Marketing Strategy</b>	<b>Marketing Tactics</b>
<b>Innovation</b>	The Ideology that encourages innovation and pleasure	Making a difference by rethinking products and market contexts on a regular basis	Approaches to each component of the marketing mix that are very innovative
<b>Strategic Flexibility</b>	Reorganization in real time to increase opportunities	Adaptable and flexible Decisive Action Is Taking Shape	To increase opportunities, use innovative products and market partnerships
<b>Environmental Proactiveness</b>	Putting assumptions to the test, rethinking industrial processes, and acting as a change agent	Seeking new markets and redesigning a company's products and services to take advantage of those markets	Provide diversification while lowering expenses
<b>Leveraging</b>	Utilization of	Make strategic	To stay competitive, get

<b>Resources</b>	organizational network capabilities	considerations on core operations and key partnerships.	the most out of your resources and skills.
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Four features of EM are summarized in (Table 1) according to (Morris, et al., 1995:36). It depicts three key aspects of marketing integration. It's important to understand how these variables interact with the aspects of entrepreneurial marketing since effective marketing necessitates a solid philosophical perspective, corporate culture immersion, practical methods, and suitable techniques for implementation.

**2.1.6 The Roles of Marketing Managers in Strategy Development**

Marketing managers have often been in charge of managing strategic decision, developing focused marketing strategies, and business strategies related to marketing through advocating for customers, marketing concepts, and customer-product communication. Traditional marketing tasks at the operational level include identifying and classifying customer segments; determining current and potential customer needs; developing and implementing individual components of sales, advertising, promotion, and service programs; and developing and implementing individual components of sales, advertising, promotion, and service programs (Srivastava, et al., 1999:168-179). Analyze customer reactions to present and potential competitor products. Customers should be at the top of the organizational hierarchy, and the aim of the business should be to create and maintain satisfied customers, according to marketing executives.

While marketing's importance in achieving competitiveness and creating shareholder value is undeniable, marketing professionals' roles are increasingly being questioned. Many traditional marketing mix decisions, such as day-to-day brand management, key account management, product development, pricing, and distribution, have been reassigned to strategic business units, according to marketing thought leaders, while some historical management roles have been transferred. Marketing as an 'inside broker,' marketing as a developer of marketing information, marketing as an organizational educator, marketing as an integrator, and marketing as a coordinator and conflict manager are the six groupings of developing duties (Brookes, et al., 2004:7-26).

**2.2 Bricolage**

The idea of bricolage is proposed in 1967 to suggest the production of something new through the participants in the recombination and diversion of existing resources (Garud, et al., 1998:212-214). In the first stages of resource acquisition the awareness of its eventual application stays constant to enable flexibility in its future deployment in this context, according to (Domenico, et al., 2010:681-703). It is the resources available which function as instruments for achieving its goal.

The nature of the resultant resources and projects is the product of reasoning and knowledge that may be clarified through the bricolage process, it is a hypothesis that connects accessible resources to new uses. Entrepreneurial bricolage is a technique for alleviating resource restrictions in startup businesses (Ronkko, et al., 2014:43-61). At the same time, the authors point out that bricolage outcomes may differ from one institution to the next. They believe that describing the effectiveness of bricolage is challenging. This was one of the topics we looked into throughout our research. Baker, et al., (2005:329-366) offered two more bricolage ideas. Selective bricolage, and parallel bricolage. Selective bricolage refers to the use of bricolage in specific areas that may aid the foundation's growth, whereas parallel bricolage refers to the use of bricolage in large quantities that may have detrimental consequences, as mentioned later in the literature study. They argue that businesses engaged in parallel bricolage typically begin with a diverse resource that might provide possibilities. Not inside the confines of an organization or institution. Instead, they create possibilities by assisting customers and suppliers with hands-on operations and leveraging their hobbyist or self-taught abilities. Businesses employ and reject parallel bricolage once they've established themselves (Baker, et al., 2005:331-340). The conclusion is that businesses that utilize parallel bricolage do not develop, but firms that use bricolage momentarily to satisfy environmental resource limitations then quit it when resources become available flourish.

**2.2.1 Entrepreneurial Bricolage**

Entrepreneurial Bricolage (EB) has been defined as a practical strategy to resource application that aids fledgling enterprises in surviving and succeeding (Baker, et al., 2005:329-366). Bricolage, as an efficient

approach to overcome neonatal fragility, reallocates low-cost and neglected resources to produce new value and so obtain competitive advantages (Senyard, et al., 2009:5). New initiatives in EB produce diverse values from seemingly identical resources in order to solve new challenges and respond to future possibilities. Resource integration and improvisation are two similar ideas that relate to combining resources for new use (Sirmon, et al., 2007: 273-292). Rather than seeking for new resources, technologies, or talents, start-up firms dedicated to the executive office take the lead in figuring out how to solve issues and respond to new possibilities using current resources, which include both internal and external resources within the social network (Senyard, et al., 2014: 211-230). Bricolage is also known as a bricolage network under certain circumstances (Baker, et al., 2005:329-366). These businesses also make inventive use of other organizations squandered resources to boost self-innovation (Cunha, et al., 2008:182-199). New organizations can succeed in a resource-constrained environment by doing so.

Entrepreneurs can affect EB, according to EB studies (Fuglsang, 2010:67), aspects of the enterprise (Salunke, et al., 2013:1085-1097), and the networks in which firms are involved (Baker, et al., 2003:255-276), From the other point of view, EB benefits emerging businesses by encouraging innovation (Li, et al., 2014:562-568) and improving performance (Salunke, et al., 2013:1085-1097), EB strategy of allocating and integrating existing resources is thought to have a variety of effects on the growth performance of the SME's, As a result of EB, creative development (Li, et al., 2014:562-568) and advanced employee creativity (Senyard, et al., 2011:609-622) form finite and unique resources, i.e. heterogeneity, which leads to competitiveness and profitability (Peteraf, 1993:179-191). Furthermore, Kalogerakis, et al., (2010:418-436) discovered that EB aids entrepreneurs in acquiring information. Where it acts as a resource barrier for rivals by acting as a separation technique. These resource barriers keep rivals from copying or replacing, and provide new businesses a competitive edge, allowing them to succeed (Rumelt, 2005:11-32). In this scenario, the EB program not only facilitates but also improves the new project's performance. Researchers have discovered concrete proof of the executive office's favorable impact on new businesses (Carlsson, et al., 2015:184-194). As a result, we hypothesize:

H<sub>1</sub>: that EB is strongly linked with growth performance of SME's.

### 2.2.2 Social Bricolage

The term "Social Bricoleurs" was developed by Zahra, et al., (2009:522-527) for those driven to meet social demands. Due to their location and experience, social workers recognize local requirements (Phillimore et al, 2016:10-11). They are using their own drive, experiences and resources to build and improve societal wealth while also accumulating and disseminating resources to pursue their selected causes. The distinction between social bricoleurs and other social service providers rests in the unique manner they discover local opportunities, locate and emphasize essential resources, and deliver services to the underserved. Social bricoleurs are well-versed in the local environment as well as the resources accessible in the area (Phillimore et al, 2016:10-11). They highlight a number of unmet or unacknowledged societal demands that will be unmet. They assist in the resolution of local societal problems, despite the fact that they produce small-scale solutions and have a restricted reach. They utilize their influence to act in the right location at the right time, and they have the abilities to respond to critical social needs that larger organizations may be unaware of.

In the context of social entrepreneurship, the three combinations of action verb, refusal to restrain, and improvisation that underpin bricolage literature have not yet been subjected to a comprehensive investigation. Furthermore, the three new frameworks of social value creation, stakeholder participation, and persuasion allow us to introduce and comprehend the concept of social bricolage. Although entrepreneurial literature contains categories such as persuasion and stakeholder participation to address alternative phenomena, They haven't been explicitly linked to bricolage yet. Our study established empirically these connections and presents a paradigm for social culture. Similar to financial smoothing, social bricolage has the potential to minimize costs, reduce risks connected with financial expenditures, and possibly boost returns on assets by identifying the potential underused worth of resources (Di Domenico, et al., 2010:681-703). Social bricolage establishes, expands, and improves social linkages across communities while also increasing the legitimacy of social entrepreneurship through engaging with stakeholders.

### 2.2.3 Bricolage and Innovation

SME's are frequently impressed by their ability to compete despite resource limitations, as they focus on making limited available resources to them as well efficiently (Johns, et al., 1961: 171-182) Resource-Based View (RBV) describes the types of factors that support companies to gain an economic benefits in Markets. (Hooi, et al., 2016:1616-1638). RBV also places a high priority on gaining a competitive edge in a responsible way, The capacity of a company to adapt swiftly to a changing reality through innovation processes is the source of competitive advantage. The company's application of a new concept or method is defined as innovation. (Damanpour, et al., 1998: 11-24). The strategic decision-making part of the subsequent communications is taken from organizational culture literature, which essentially refers to the organization's internal environment to foster creativity and dedication to innovation (Miller, 1987: 55-76). It may rather be described as work-related innovation and creativity, which is linked to exposure to new ideas and opportunities as a cultural component of a firm attempting to innovate.

Bricolage creations are often innovations in the sense of the introduction of something new and perhaps helpful, because bricolage includes the invention of fresh solutions to problems and possibilities (Gopalakrishnan, et al., 1994:95-116). However, previous research suggests that bricolage-based inventions (like with other innovation processes) are typically mundane. Even the most important bricolage inventions, such as the wind turbines described by (Garud, et al., 2003:277-300), are frequently not 'breakthroughs' or abrupt excursions, but rather gradual or even brief hiatuses. We would expect entrepreneurs engaged in bricolage to do so in the face of substantial resource restrictions and focus on delivering "good enough" work under more usual conditions. As a result, we expect that attempts to generate radical breakthroughs through bricolage under resource restrictions would not only fail, but will also impair some of the benefits that might otherwise flow from selective bricolage involvement by entrepreneurs. Attempting to create radical breakthroughs from a variety of accessible resources, including relying on intrinsic and bricolage abilities, is particularly challenging. Bricolage combined with an attempt to participate in high levels of innovation may stifle development. As a result, we hypothesize:

H<sub>2</sub>: Companies (SMEs and start-ups) that integrate bricolage practices with high levels of innovation will impact the growth.

## III. METHODOLOGY

The current study employed a comprehensive and detailed research approach that encompassed both primary and secondary data collection techniques, face-to-face and phone interviews, and studies of academic and non-academic literature are among the methods used. The methodology is composed of the research design and preparation, case selection, and the data collection.

### 3.1 Research Design and Preparation

We used a research strategy that included qualitative data. This was done with the exploratory aspect of our thesis in mind, which attempts to look into the impacts of bricolage on SME's. We noticed that bricolage has a good relationship with SME's creativity through our literature review, but we wanted to learn more about it and investigate the potential negative impacts of bricolage use (Senyard, et al., 2009:5). our exploratory research is an attempt to see if what we see in this field can be described by an existing theory, as well as to build the foundation for future research. In terms of research preparation, Bryman, et al., (2011:17) recommend that you start thinking about the research field before you start the study. To do so, we used semi-structured exploratory interviews as well as informally conversations about the company's current situation. Following the definition of the study field, a thorough and systematic examination of the literature was carried out.

### 3.2 Case Selection

A seven case study was selected as the primary method of investigation. The case study approach is especially appropriate when conducting exploratory research in previously under-investigated areas. This method has previously been used for exploring SME's where issues with Marketing entrepreneurial and Bricolage role with marketing managers tend to be sector specific (McGrath, et al., 1982:158-165). The method has also been successfully applied in investigations of Marketing and General managers (mid and top management) in SME's, we focused on conducting an exploratory case study, with marketing managers operating in several

departments throughout the company. Examining such a process necessitates a thorough examination of the empirical setup for collecting rich data from marketing managers across the firm in order to acquire a thorough knowledge of the situation.

The SME's case studies was chosen to reflect the phenomena studied in this work based on theoretical sampling, this research aim to find a case that would help to broaden the nascent theory of entrepreneurial marketing and bricolage, as well as provide compelling explanations. Furthermore, to maximize the research learning from the case, it was critical to choose a case with informants who were eager to openly share their experiences, There were two key criteria used. First and foremost, SME's must actively participate in entrepreneurial activities in order for the core structure, entrepreneurial marketing, to be extremely important. Second, SME's must have marketing managers in charge of different business units. This will provide researchers more opportunities to see if and how marketing managers keep track of bricolage operations when organizational borders between business divisions are breached.

### 3.3 Data Collection

Each institution's informants were interviewed in a series of semi-structured interviews. The CEO or a senior manager of the interviewing organization conducted the initial interview, which was followed by additional interviews with a reporter regarded as important by the first interviewee (Jick, 1979:602-611). We conducted a total of 8 semi-structured interviews, four of which were conducted face to face in Turkey, while the rest of the Saudi Arabian firms were interviewed by phone and email. Although it changes from interview to interview, we utilized a list of themes and questions to cover, organizational positions of respondents ranged from marketing directors to senior managers and general managers, with the goal of identifying the person in charge of marketing in the firms (Table 2 for more respondent data). Based on previous research in SME Marketing and Client Expectations for Entrepreneurship and Bricolage, a list of interview themes has been produced. The use of academic jargon and academic jargon was avoided, and managers were encouraged to speak openly about their experiences with Bricolage practice in their firm. Triggers were provided to the interviewer to guarantee that rich and focused information was gathered. As a result, the following subjects were commonly mentioned in most interviews:

- Material: Combining existing resources and utilizing them to create a new use value;
- Labor: engaging internal and external Partners in self-employment;
- Skills: making use of self-learning skills;
- Customer/market: Providing unique and customized offerings;
- Regulatory / Institutional: Extends Organizational boundaries for Resource pooling purposes.

Open and investigative inquiries are the two sorts of questions we utilize. Participants will be able to describe the scenario, the procedure, and so on by using open questions. The investigative questions are intended to urge those who were questioned to respond to a comprehensive and well-developed set of questions that have been used to investigate their approaches to the bricolage domains.

**Table 2:** Background of interviewees

Interviewee	Location	Position	Level of management
Top executive	Saudi Arabia	General Manager	Top
Marketing manager A	Saudi Arabia	Marketing coordinator	Middle
Marketing manager B	Turkey	Marketing Director	Middle
Marketing manager C	Turkey	Marketing and promotions Manager	Middle
Marketing manager D	Turkey	Marketing Manager	Middle
Marketing manager E	Saudi Arabia	Marketing Manager	Middle
Marketing manager F	Saudi Arabia	Digital Marketing Manager	Middle
Marketing manager G	Turkey	National Marketing Manager	Middle



### 3.4 Data Analysis

To avoiding misinterpretation, the author hand-coded the data inductively in consultation with interviewers. To find and establish themes for bricolage-controlled usage, we did in-case and cross-case study, treating each organization as a case. We examined interviews in order to make notes and build codes that take into consideration my respondents' interpretations, relationships, and challenges in order to illustrate our thinking about individual responses.

The analysis proceeded to the following stage, which was based on an iterative process with systematic combining. This means that during the data collecting and analysis process, theory and empirical data were regularly compared, and emergent concerns were identified (Sinkovics, et al., 2008:689-714). To aid content analysis, transcripts and archive secondary data (a total of around 1,287 words) were imported into the NVivo program. The interview minutes and company documentation were objectively sorted during this content analysis. To create a coding scheme, the researcher thoroughly examined the data (Table 3). The key subjects were entrepreneurial marketing and bricolage, which were consistent with the findings of the literature review.

**Table 3:** Bricolage domains

Domain	Interviewee	Y/N*	Explanatory quotes
<b>Material:</b> Combining existing resources and utilizing them to create a new use value	Marketing manager A	Y	“Resources are combined in a different way; we strive for creativity.”
	Marketing manager B	Y	“We always developing our internal and external resources to achieve the best link between the merchant and the clients on our application”
	Marketing manager C	Y	“Our resources are limited on tasks, but we are utilizing them to create a new use of value”
	Marketing manager D	Y	“Our resources are most of our value, we always try to utilize them to achieve the most benefit use by creating new solution to our customers”
	Marketing manager E	Y	“Combining and utilizing the available resources is very used in our work to achieve our aims”
	Marketing manager F	Y	“In the era of digitalization, we had to acquire a new viewpoint on how we used our own resources.”
	Marketing manager G	Y	“Because fresh resources are usually limited, we must rely more on our own resources in the future, we reimagine our product and service package using existing resources.”
	General Manager	Y	“The nature of our work requires collecting and organizing our resources, especially when working on a large project or working on two projects at the same time”
<b>Labor:</b> engaging internal and external Partners in self-employment	Marketing manager A	N	“Unfortunately, there isn't a whole lot involved with partners to get free work.”
	Marketing manager B	Y	“We have built a system to our employee and external partner that will increase their commissions from the new merchants they bring to the Application”
	Marketing manager C	Y	“We had a system or a plan that connect our employees with the external partners such as the delivery drivers on some regions (we have a private application for this tasks)”

	Marketing manager D	N	“There is no big important for outsource partners on our field of work”
	Marketing manager E	N	“From the very good experience we had, we achieve to be almost 90% of our work to be done from our insider resources without having external partners”
	Marketing manager F	Y	“We've compensated freelancers and agencies since the quality may occasionally be so much higher.”
	Marketing manager G	Y	“Internal collaboration with sales is critical in my work... My sales colleagues from all business areas provide excellent feedback on what client’s desire. ”
	General Manager	N	“In the beginnings of our work, we were required to contract with other companies to complete our work in a timely manner, but with time and the development of our resources, we were able to complete the work without relying on external partnerships”
<b>Skills:</b> making use of self-learning skills	Marketing manager A	Y	“Social skills are essential to convince people to participate. Marketing managers need to constantly update our skills in spare time because tactics change rapidly.”
	Marketing manager B	Y	“Developing new skills is essential to persuade people to participate. Employees and marketing managers need to constantly update their skills to keep pace with the rapid changes in our field of work”
	Marketing manager C	Y	“We have a scheduled meeting every week with our employees and external partners to discussed the issues they faced on their process and this meeting helps us to improve the self-learning skills”
	Marketing manager D	Y	“We take the self-learning skills as an important work for our employees especially on the promotion and customer service”
	Marketing manager E	Y	“We couldn't have any success without having a good plan of self-learning skills”
	Marketing manager F	N	“We must make the first move to use self-learning skills on a more regular basis.”
	Marketing manager G	Y	“We inspire team to reach things on their own, especially when it comes to content development. This allows us to do marketing with a deeper understanding of the company.”
	General Manager	Y	“Of course, in our field of work (communication), there is rapid development, if we do not develop our learning skills, we will not be able to keep up with this progress”
	<b>Customer/market:</b> Providing unique and customized offerings	Marketing manager A	Y
Marketing manager B		Y	“We are always looking for special offers through our application or offer plans for special offers in the available merchants to present them to our users.”

	Marketing manager C	Y	“Utilizing and customizing the offers is very important to have the customers and partners attention and to be able to have competitors’ advantage”
	Marketing manager D	Y	“In order to success on our goals we always arrange for new tourism plans on best tourist places in turkey.”
	Marketing manager E	Y	“We focused on providing a utilized and customized offer of the services we provide to make it a unique offer to our customers”
	Marketing manager F	Y	“Through online digital platforms, we deliver intriguing and tailored offerings.”
	Marketing manager G	Y	“Because of the fierce competition in my industry, it is critical to employ unique offerings.”
	General Manager	Y	“There are no Price offers to provide in our type of work, the nature of our type of work is little bit different, the customers or the vendors had fixed pieces for all the services for all of their subcontractors, like survey services and telecom and swap services and civil services, they focus on the resources and we customize the offer based on our resources”
<b>Regulatory/Institutional:</b> Extends Organizational boundaries for Resource pooling purposes	Marketing manager A	N	“I have tried many times, but it doesn't work. The resources mix should be strengthened further.”
	Marketing manager B	Y	“We have made some collaboration, especially on the delivery expansion field. And that helps on resources expansion”
	Marketing manager C	Y	“We give our attention to expand our resources boundaries by having a lot of external collaborations with the customers and merchant”
	Marketing manager D	Y	“Much, to achieve the customers niche, we had a lot of collaboration agreements with tourism places and hospitals and private clinics”
	Marketing manager E	Y	“We are using a plan to improve our relations with the new partners to encourage more corporations and resources”
	Marketing manager F	Y	“Every time we sign a new deal, I form a new team. I deal with a lot of salespeople around the company and push them to try new things.”
	Marketing manager G	Y	“There has been some collaboration in the past, but it has been limited and has not yielded notable benefits. We make an effort to accomplish more things on our own.”
	General Manager	Y	“Extends Organizational boundaries for Resource pooling purposes is one of our most important goals in this time”

\*Y = Yes, bricolage is existing, N = No, bricolage does not exist.

We used open coding to assess each company's data to see if we had enough empirical evidence to move forward with the objective study, by aggregating all interview replies, returned the case history of Bricolage

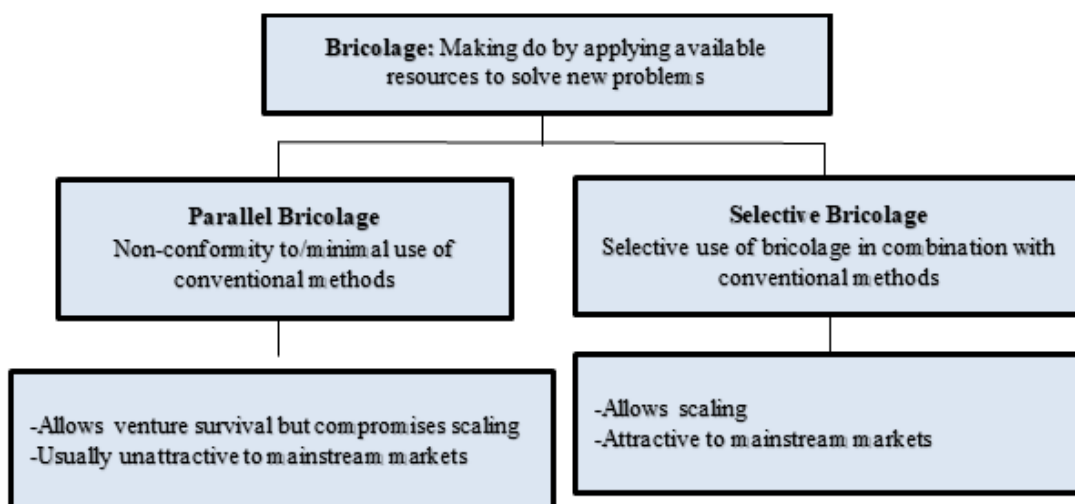
activities in each of the eight Managers, by continuously comparing study data to establish five categories of bricolage use: Material, Labor, Skills, Customer/Market, and Regulatory/Institutional, we generated snippets that take into consideration similarities and contrasts, and to understand how Bricolage was used and developed, we collected the data from the case studies and analyzed similar patterns in cases.

#### IV. FINDINGS

We share our findings from interviews with representatives in the field below of SME's. We discuss topics that developed from our field study under each topic of entrepreneurship, bricolage, and innovation. The information gathered during our field study is used to help us answer our research questions. Our findings in accordance with our literature research, indicate that the active SME's in this area must be related to the lack of a clear definition of entrepreneurship, as well as the fact that Bricolage is present in many aspects of their operations, which impacts how they do it. Create innovative products and services through gaining access to resources. This can present both possibilities and difficulties, which might stifle their progress. The necessity to place prospective external stakeholders in the right category is a common issue for them.

##### 4.1 Bricolage Adoption

When resources are limited, projects must use innovative and resourceful techniques that make the most of what they have (Hillman, 2009:404-427). As a result, in resource-scarce environments, entrepreneurial initiatives are more prone to engage in bricolage. Bricolage is generally described as spanning four primary topics in the entrepreneurial literature: Ventures find practical answers by “working” with what they have, even if the results are imperfect, even if the solutions “do not appear very attractive, contain a lot of bugs.” It has many faults, gaps, friction, and unusable components, yet it gets the job done and can be improved” (Lanzara, 1999:347), They redirect, recombine, and/or freely allocate the “on-hand” resources. (Domenico, et al., 2010:681-703). These are frequently resourcing that other neglect, and as a result, they are unusually inexpensive, if not completely free. The 'bricolage network' and dependence on existing contacts are examples of this (Baker, et al., 2005:329-366). Entrepreneurial enterprises that use bricolage refuse to be bound by constraints and instead aim to address or challenge them, such as a lack of resources, standards, or conventions (Sunduramurthy, et al., 2016:855-870).



**Figure 2:** Theoretical framework explaining how bricolage affects scaling

##### 4.2 Entrepreneurial Orientation and SME performance

EO and performance have a typically good association. Rauch, et al. (2009:761-787) show convincing evidence that EO improves corporate performance independent of company characteristics. The important priority supporting this finding is that companies with a strategic entrepreneurial orientation (i.e., explore innovative solutions and take risks as a result of their innovation orientation) are more likely to develop and exploit new business possibilities, resulting in higher performance (Covin, et al., 2005:855-872). Exploring the unknown, circumventing tried-and-true methods and tactics, predicting future wants, and actively producing new goods and services are all big risks for businesses (Kraus, et al., 2014:161-182). Firms, on the other hand, build the

groundwork for keeping ahead of the competition, gaining first-mover advantages, and reaping high profit margins, As a result, we hypothesize:

H<sub>3</sub>: Entrepreneurial Orientation relates positively to SME performance.

#### 4.2.1 Open Innovation in SME's

Small businesses use OI for a variety of reasons, Cost and risk reduction, customer and partner acquisition, and access to markets and regions are all financial benefits, whereas credibility, capacity development, and knowledge acquisition are non-financial benefits. Similarly, SME's that participate in OI adoption are more likely to be the first to market their innovative products/services than the first to adapt. The unknown facet of why SME's do not implement OI, including costs, managerial competencies, and the highly complicated nature of OI. In other words, SME OI accreditation is not consistent (Bigliardi, et al., 2018:71-113), due to their "responsibility for being small" and a lack of "stagnation" resources, SME's confront major innovation obstacles. Selecting partners and safeguarding knowledge and managerial competencies are among the issues. Recognizing these hurdles, the opportunity to tap into external resources via OI appears to be a viable approach to innovation. However, as demonstrated, the administration and structure of OI in SME's differs from that of large corporations, posing distinct hurdles to its implementation. Dufour, et al., (2015:90-117) drew attention to the disparities between giant corporations and small businesses in a variety of areas, including structure, procedures, behavior, processes, people and communication. Similarly, depending on where the SME is on the R&D intensity scale, the characteristics of its innovation activity, the relative size of available resources, and even its ability to attract potential collaborating partners, the characteristics of its innovation activity, the relative size of available resources, and even its ability to attract potential collaborating partners can all vary significantly, influencing their adoption of OI practices. Marullo, et al., (2018:37-67) investigated the sectoral innovation systems in which SME's operate and identified four pathways for implementing OI: science-oriented, technology-driven, application-oriented, and community-oriented, demonstrating the various challenges that SME's face as well as the "hidden costs" that impede SME efficiency.

#### 4.2.2 Accelerating customer value

Even among entrepreneurship specialists, consumer supremacy appears to be in vogue at the moment, as customers have supplanted entrepreneurs as a stakeholder group. "Each entrepreneur eventually faces a major hurdle in producing a successful product: determining whether to pivot and when to persevere," Ries, (2011:149) wrote in his bestselling book *The Lean Startup*. "A methodical course correction aimed to test a new basic hypothesis about a product, strategy, and growth engine," he described a pivot. Ries, (2011:149) urged businesses to pivot relentlessly as they learn about customers' challenges, requirements, wants, and preferences for proposed product solutions through testing. On closer inspection, however, the reasoning appears to be greatly affected by the "a lot of good" fallacy, which states that if less of something is good, more must be better. To begin with, revenue is not the same as profit. Making customers happy by selling a large number of things at a loss is not a long-term winning strategy. Aside from this self-evident reality, there may be a second, potentially more pressing matter at hand. Even if the margin on the good or service is substantial, the products that others are prepared to pay the highest price for may not be what the entrepreneur is interested in offering, this shows that there is reason to suppose that entrepreneurs' interests differ significantly from those of the other stakeholder groups listed before. There will be no business to debate until the interests of entrepreneurs are adequately met to stimulate the establishment of new initiatives; no value is produced, captured, or delivered; thus, it cannot be distributed among the remaining stakeholder groups (Pierce, et al., 2013:313-338). This is when one of the most important inputs to an entrepreneur's interests, passion, comes into play.

#### 4.3 Entrepreneurial Leadership

Small businesses rely on their owners/managers' entrepreneurial and leadership qualities, as well as their talents, energy, and skills, to survive in an unpredictably changing environment, The scholarly literature on EL has studied the psychological, sociological, demographic, and vocational features of entrepreneurial leaders over the years. According to this literature, entrepreneurs need necessary experience and abilities, particularly interpersonal, creative, and opportunity orientation, which can help them construct the desired image in the future and motivate other employees to achieve their goal (Demartini, et al., 2020:288-332), EL is distinguished

from other leadership styles by two primary characteristics: future focus and community building. The former refers to an entrepreneurial leader's ability to formulate a vision and lead their team in an uncertain environment, whereas the latter refers to an entrepreneurial leader's efforts to encourage a supportive team of followers to create strategic value based on entrepreneurial knowledge acquisition, integration, and exploitation. An organization's members must be "fast on their feet intellectually" (Gupta, et al., 2004:241-260). As a result, intellectual flexibility is linked to personality traits and talents that have been linked to EL, such as creativity, adaptability, and flexibility. As a result, it is regarded as a trustworthy predictor of driving potential.

## V. DISCUSSION

In this study, we use a redesigned bricolage survey scale and samples from start-ups and young enterprises to assess testable hypotheses derived from past descriptive and inductive research on the idea of bricolage entrepreneurial behavior. Bricolage's major influence on the success of SME's was most likely good. For SME's, bricolage resulted in greater reported revenue. It's also been suggested that in young firms, both company changes and company innovation influenced the bricolage performance connection, overall, our study results support the general theoretical thrust of previous bricolage theory, which suggests that because most new organizations are constrained by resources in big ways, cautious behaviors, such as bricolage, are likely to play a significant role in shaping entrepreneurial outcomes. Importantly, our findings confirm and expand on a prior study's finding that entrepreneurial bricolage is neither beneficial nor negative. Because bricolage is so prevalent in the face of resource restrictions, we believe that understanding the patterns and effects of bricolage is an important theoretical and scientific issue in entrepreneurship.

### 5.1 Theoretical Implications

Through this study, We wanted to replicate the study on entrepreneurial capacity by putting light on how SMEs incorporate resource mobilization practices as they develop in resource-scarce environments, and what the results are. When it comes to resource scarcity, inherited knowledge may point to bricolage as the right answer (Desa , et al., 2013:26-49), The unique resource requirements of SMEs operating in these environments pose a problem: how can they satisfy their vast and complicated resource requirements while avoiding bricolage hazards in a local setting that lacks conventional resources and infrastructure? (Kickul, et al., 2018:407-420) and (Stinchfield, et al., 2012:889-921), Our findings show that, rather than describing enterprise resource mobilization in terms of a single dominant and consistent behavior (Duymedjian, et al., 2010:133-151.), or dissecting Implications for performing bricolage versus resource seeking in isolation, we should describe it in terms of a set of behaviors. With a focus on accumulated patterns of resource mobilization behaviors that represent the operationalization of an individual's resource environment, project development results may be better understood. When looking at "the processes, sequences, and methods by which events unfolded" throughout time, these patterns become even more noticeable (Aguinis, et al., 2020:2).

Our research adds to the literature about selective bricolage and its link to novel project results. While prior research has found that selected bricolage has a favorable overall effect on project growth (Baker, et al., 2005:329-366), we found five distinct aspects of selective bricolage in our sampled projects, with varying consequences in terms of performance development. Optimizers attain increased technical sophistication by dynamically alternating resource mobilization behaviors, allowing them to take advantage of performance-enhancing effects for optimal resource fulfillment (Bradley, et al., 2011:1071-1097), Our research adds to the growing body of knowledge about selective bricolage and its link to improved project results. While earlier research has found that selective bricolage has generally favorable impacts on project growth (Baker, et al., 2005:329-366), we found that there are five distinct aspects of selective bricolage among our sampled projects, each with varied performance outcomes. Optimizers, in particular, attain increased technical sophistication by dynamically alternating resource mobilization behaviors, therefore maximizing performance-enhancing impacts for optimal resource fulfillment (Bradley, et al., 2011:1071-1097).

### 5.2 Limitations and Future Research Avenues

We examined our findings more closely, as is usual in contextual research (Zahra, et al., 2014:479-500), in order to rule out alternative reasons. We realize that, despite sampling from comparable beginning sites, projects might still differ in a variety of ways, including team size at the outset, which can have a significant impact on their growth (Eisenhardt, et al., 1990:504-529). Reconstructions of prior events also revealed that

there was no meaningful subjective selection of projects in specific sorts of incentive events, since we were able to demonstrate that they all applied to comparable programs and contests before 'catching up on opportunities' by coincidence. Despite being longitudinal, our data on resource mobilization practices is based only on reports of previous occurrences gathered from diverse sources at two periods in time. While this study's approach is consistent with prior studies of new venture emergence and best practices for decreasing recall bias (Fauchart, et al., 2011:935-957), we encourage future studies to track venture developments in real time. Such findings might help with more precise categorization of bricolage and resource-seeking activities throughout time and across domains (Ozcan, et al., 2009:246-279).

As a result, there are more subtleties in the variety of each action and how the domains interact. While we have attempted to limit possible distortions by data triangulation, careful interview setting selection, and question formulation, we cannot promise that this will eliminate all potential biases associated with semi-structured interviews.

## VI. CONCLUSION

Previous research into the influence of bricolage on project outcomes has been equivocal. Specifically, numerous studies have identified the potential of bricolage to improve project survivability, overall firm success, and growth when used selectively. Bricolage practices have also been found to contribute to extending social influence in the context of social entrepreneurship. Bricolage habits can boost project creativity, facilitate the development of new products with inventive characteristics, and foster innovation.

However, such good conclusions concerning bricolage results to support the SME managers concerning the symbiotic development of innovation via bricolage with the adoption of a strategic viewpoint. Heavy reliance on bricolage practices can also make it difficult for businesses to acquire new resources, as well as slow or stop their growth and financial performance. Managers of SME's should be fully aware of and utilize the resources available. To accomplish so, they need to develop a level of technical knowledge and develop an organizational culture that encourages individuals to use their current and potential skill sets. Managers should also be open to external resources, avoiding the "sales resistance" technique, and be willing to fund the expansion of technical resources to enable bricolage. It's crucial to pay attention and listen. A willingness to listen to outside "insights" or weaknesses without immediately watching shows might find competitive chances at a low cost. Similarly, seeing the growth of competition or companies with comparable business strategies can act as accelerators for bricolage. competitive SMEs must be straight ahead.

Building confidence in internal and external bricoleurs is critical, as is providing a safe framework for bricolage to grow. Control is necessary in every bricolage setup, the difficulty is to give the entrepreneurs some flexibility; strict management would limit creativity, while financially ignorant control does not exist. Minimal structure is important, as is learning through incremental change.

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#### DISSERTATIONS

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