

Entrepreneurial Marketing Capabilities: A Comparative Study of Male and Female Small and Medium Business Owners



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ABSTRACT: Business challenges in the digital marketing era are getting tougher because competitors don't only come from within the country, but also come from various countries around the world. For this reason, an entrepreneur needs to have a proactive attitude, be innovative, and dare to take risks to improve his business performance. The purpose of this study is to (a) explore entrepreneurial marketing capabilities in female and male entrepreneurs in East Java. (b) Analyze the strengths and weaknesses of male and female entrepreneurs in terms of Proactiveness, Calculated Risk-taking, Innovativeness, Opportunity Focus, Resource Leveraging, Customer Intensity, Value Creation, and Legitimacy. (c) developing an effective entrepreneurial marketing model for MSMEs managed by women and men. This type of research is qualitative phenomenology. The research location is in Greater Malang which consists of Malang city, Malang district and Batu city. The research subjects were 12 SMEs engaged in the food and beverage sector, consisting of 6 SMEs managed by women and 6 SMEs managed by men. The research instruments were interviews, observations and documentation. To increase the level of data accuracy, triangulation is carried out, both method triangulation and source triangulation. While the analysis was carried out using the Miles formula, with stages a) data collection b) data display c) data condensation and d) conclusion drawing/verifying. The output of this research is publication in international journals, and intellectual property rights. The results showed that in implementing entrepreneurial marketing (Entrepreneurial Marketing), male entrepreneurial competencies were more dominant in terms of risk taking, encouraging purchase intentions, creative value and legality. Meanwhile, female entrepreneurs have more dominant competencies in terms of being proactive, innovative, focusing on opportunities and seeking sources of funds. It is recommended that women MSMEs are more suitable for managing food and beverage businesses on a pioneering scale, while men are more suitable for managing businesses that are already experiencing growth.

KEYWORDS: Female Entrepreneurs, Male Entrepreneurs, Marketing Capabilities, MSMEs

I. INTRODUCTION

Business challenges in the digital marketing era are getting tougher because competitors don't only come from within the country, but also come from various countries around the world. For this reason, an entrepreneur needs to have a proactive attitude, be innovative, and dare to take risks to improve his business performance. In other words, an entrepreneur needs to have entrepreneurial marketing skills. Kraus dkk., (2009) stated that entrepreneurial marketing is an organizational function and a series of processes to create, communicate, and provide value for customers and to manage customer relationships in a way that is beneficial to the organization and its stakeholders, which is characterized by innovation, decision-making risk, proactive attitude to market opportunities. While (M. P. Miles & Darroch, 2006) stated that there are several dimensions to measure entrepreneurial marketing, namely Proactiveness, Calculated Risk-Taking, Innovativeness, Opportunity Focus, Resource Leveraging, Customer Intensity, Value Creation, Legitimacy.

The number of Indonesian entrepreneurs in February 2021 reached 3.10% of Indonesia's total population of 225 million (<https://koinworks.com/10/02/2021>). Of this number, 64.2 million consist of Micro, Small and Medium Enterprises (MSMEs) (<https://2022.co.id/nomor-umkm-di-indonesia-2021>). Many of these MSME actors are women, however, the success of these women entrepreneurs has not gained much recognition from the public. As stated by (Barrett & Moores, 2010) that the leadership potential of women starting from the family business has not received much recognition from society. Meanwhile, (Kourtesopoulou & Chatzigianni, 2021) stated that female entrepreneurs appear to have better financial and economic knowledge, given the evidence showing that female-led firms have greater growth in business performance than males. However, on the other hand they are less confident than men.

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Female leaders make quicker decisions but are less proactive and have higher risk aversion than men. Women have higher creativity scores, and are more passionate. Based on some of the research results above, the purpose of this study was to (a) explore entrepreneurial marketing capabilities for female and male entrepreneurs in East Java. (b) Analyze the advantages and disadvantages of female and male entrepreneurs in terms of Proactiveness, Calculated Risk-Taking, Innovativeness, Opportunity Focus, Resource Leveraging, Customer Intensity, Value Creation, Legitimacy. (c) developing an effective entrepreneurial marketing model for MSMEs managed by women and men. This type of research is qualitative phenomenology. The research location is in East Java. The research subjects are MSMEs engaged in the food and beverage sector. The research instruments were questionnaires, interview guidelines, observation sheets and documentation. To increase the level of data accuracy, triangulation is carried out, both method triangulation and source triangulation. While the analysis was carried out using the (M. B. Miles et al., 2019) formula with stages a) data collection b) data display c) data condensation and d) conclusion drawing/verifying. The urgency of the research is to develop an entrepreneurial marketing model for MSMEs managed by women and men to reduce the risk of failure. This research scheme is included in the basic research scheme with Level 3 Technology Readiness Level (TKT). The output of this research is publication in international journals, and HAKI.

II. LITERATURE REVIEW

1. Entrepreneurial Marketing

There are various definitions put forward by researchers regarding entrepreneurial marketing, including (Kraus et al., 2009) which states that entrepreneurial marketing is an organizational function and a series of processes to create, communicate, and deliver value to customers and to manage customer relationships in a beneficial way. for the organization and its stakeholders, characterized by innovation, risk taking, proactive attitude towards market opportunities. Miles & Darroch (2006) stated that there are several dimensions for measuring entrepreneurial marketing, namely Proactiveness, Calculated Risk-Taking, Innovativeness, Opportunity Focus, Resource Leveraging, Customer Intensity, Value Creation, Legitimacy. Meanwhile the opinion of Sullivan Mort et al., (2012) stated that there are four dimensions of Entrepreneurial Marketing, namely Opportunity Creation, Customer intimacy based on innovative products, Resource enhancement, and Legitimacy. Each of these dimensions will be explained below.

a. Proactiveness

According to Baker & Sinkula (2009) "Proactiveness refers to a company's ability to take initiative in pursuing market opportunities. Lumpkin & Dess, (2001) Proactiveness is "an opportunity seeking, forward-looking perspective involving the introduction of a new product or service to face competition and acting in anticipation of future demand to create change and shape the environment. Proactive orientation is how marketers try to redefine external conditions to reduce uncertainty and reduce dependency and vulnerability (Morris et al., 2002).

b. Innovativeness

Innovativeness refers to the company's openness to new ideas, including culture and the success of innovation is behavioral development, a measure of company performance (Baker & Sinkula 2009). Innovativeness describes "a fundamental willingness to deviate from the status quo and embrace new ideas." (Baker & Sinkula 2009). Innovativeness refers to "the willingness to support creativity and experimentation in introducing products/services, and new things, technological advances and R&D in developing new processes.". Explained that innovation is defined as an idea, a product or process, or a system that is considered new to individuals. Innovation is defined as opening the door to both global and international competitive advantages through: providing markets with new or unique products/services; create barriers to entry that provide the necessary resources to foster innovation through learning; and creating new values that shape the rules of a competitive environment.

c. Calculated Risk-Taking

According to Lumpkin & Dess, (2001) risk taking means "the tendency to take bold actions such as trying to enter new, unknown markets, directing most of the resources to businesses with uncertain results, and/or making large loans." It is the ability to reduce the risks attached to opportunities by taking calculated actions (Becherer et al., 2012). Which means open efforts to identify risk factors, and then to reduce or spread those risks (Morris et al., 2002).

d. Opportunity Focus

Opportunities are a source of sustainable profit potential. It tends to correlate with the degree of change, therefore managers are actively involved in both search and discovery, as well as learning and adaptation by marketers before, during and after the

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actual implementation of innovative concepts (Morris et al., 2002). In SMEs, the understanding of search advertising opportunities aligns more closely with the perceptions of individual entrepreneurs (Becherer et al., 2012).

e. Customer Intensity

Entrepreneurial marketing incorporates the need for creative approaches to customer acquisition, retention and development. Entrepreneurial marketing focuses on innovative approaches to creating new relationships or using existing relationships to create new markets (Morris et al., 2002).

f. Resource Leveraging

Ability to use internal and external resources to achieve marketer goals. According to Morris et al., (2002) entrepreneurial marketers develop creative capacity for resource leveraging.

g. Value Creation

The focal point of entrepreneurial marketing is innovative value creation, assuming that value creation is a prerequisite for transactions and relationships. The task of the marketer is to find untapped value sources and create unique combinations of resources to generate value (Morris et al., 2002).

h. Legitimacy

Small entrepreneurs who will become global companies face obstacles in responding to resource limitations that are greater than usual. They often have to compete with established, trusted companies with international reputations and established brand names that have earned their trust and acceptance in the market. They build an innovative product from an unknown company that is geographically distributed into a niche market. Through this, global companies born using entrepreneurial marketing techniques are directed to legitimacy, to gain acceptance and trust (Morris et al., 2002).

2. Characteristics of Gender in Entrepreneurship

The conditions in the field are that many entrepreneurs are carried out by both women and men. Women are believed to be able to care for better than men, because women have feminine characteristics and men have masculine characteristics (Mueller & Dato-On, 2008). The different forms and degrees of masculine and feminine behavior adopted by men and women can of course influence the way businesses are managed (Marlow & Patton, 2005). In addition, gender differences can affect the style and exercise of power within an organization (Rajan & Krishnan, 2002). In this study, the findings show that the combination of gender and personality can influence power and influence.

In a recent study, researchers have discussed how self-confidence can motivate individuals to become entrepreneurs. This concept proposes that self-esteem may be included in career development and career choice for both men and women. In addition, it is also believed that self-confidence plays an important role in the new business process (Mueller & Dato-On, 2008). In the Brindley article (2005), he stated "Perceptions can be influenced by the level of self-confidence of individuals involved in entrepreneurial endeavors. If an individual believes a situation or decision may appear less risky but if an individual lacks confidence then they may see more obstacles and anticipate a riskier decision." This means that it is not influenced by gender; perception and performance differ based on confidence, not gender.

Firth & Wagner (2007) study also documented significant differences in risk aversion between male and female entrepreneurs even though they exhibit similar traits. Based on the analysis of Firth & Wagner (2007), the findings show that women have a higher fear of failure than men. Women tend to take less risks than men. The main challenges these women face are personal and business. There is also a conflict between the roles traditionally assigned to Asian women and the need to succeed in the marketplace (Dhaliwal & Kangis, 2006). Women perceive much lower financial risks than men, which indirectly affects the success they achieve (Boohene et al., 2008).

Aggressiveness bordering on abrasive, hard-driving, lack of sensitivity to existing organizational culture is usually associated with males while caring, sensitive, and nurturing attributes are associated with females (Klenke, 2003). In some countries, men are encouraged to be aggressive and display "manliness" as these qualities build self-esteem and self-confidence. With this, the values of men in this society reflect assertiveness, risk taking, independence, innovation and achievement orientation. (Boohene et al., 2008). In the other hand, women are completely opposite of these values. They have shoulder primary responsibilities for caring for children, cooking, washing and collecting firewood and water (Boohene et al., 2008). In this case cited in Canada Boohene et al., (2008), shows that both women and men put different emphasis on various processes. When compared to men, women start smaller businesses and have, on average, less managerial experience. This impacts various other aspects of business processes and performance.

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There are other characteristics between men and women such as women value job security more than men. Men see themselves as more confident, more adventurous and have more natural management skills than women. Schwartz & Malach-Pines, (2007) showed that women were found to use more calming coping than men; men were found to be more motivated by status than women. Women tend to use social support more often and more widely than men.

III. Method

This study uses a qualitative research approach to phenomenology, namely research on a person's life experience, research that studies how individuals subjectively feel the experience and give meaning to the phenomenon. This research looks at and hears more closely and in detail the explanations and understanding of individuals about their experiences. The focus of phenomenological research is to understand a phenomenon related to other people's experiences of their world. Creswell, (2010) states that phenomenological research is a study that analyzes and describes the experience of an individual phenomenon in the everyday world. Meanwhile, (Sohn et al., 2017) stated that phenomenological research must pay attention to the characteristics that surround it, namely: (1) referring to reality, (2) understanding the meaning of events and their relationship to people who are in certain situations, and (3) initiating quietly.

1. Researcher Presence

The presence of researchers in research is as participant observers, meaning that researchers are involved starting from preparing proposals, collecting research data, data analysis to reporting. As stated by Creswell (2010) that the role of researchers in qualitative research is as a key instrument. The involvement of researchers in research activities is needed to know the process of gathering information needed in this research. To ensure the objectivity of information, triangulation is needed, namely checking and checking the data obtained either through method triangulation, source triangulation and research results triangulation.

2. Location and Research Subject

The location of this research is in the area of Malang Raya, East Java, which includes the city of Malang, Malang district and Batu city. The research subjects were MSMEs engaged in the food and beverage sector as many as 12 MSMEs. The MSME criteria are as follows:

- a. Food and beverage business sector
- b. Have been running the business for at least 1 year
- c. Located in Malang city, Batu city and Malang district

3. Research Instruments

The instruments used for data collection are interview guides, observation sheets and documentation. The following is a grid of instruments in this study.

Table 3.1. Research Instrument Grid

No	EM Dimensions	Instrument		
		Interview	observation	documentation
1	<i>Proactiveness</i>	v	v	
2	<i>Calculated Risk- Taking</i>	v	v	
3	<i>Innovativeness</i>	v	v	
4	<i>Opportunity Focus</i>	v	v	
5	<i>Resource Leveraging</i>	v		v
6	<i>Customer Intensity</i>	v	v	
7	<i>Value Creation</i>	v	v	
8	<i>Legitimacy</i>	v		v

4. Data Analysis Techniques

After all research data has been collected, data analysis is then carried out according to the stages of data analysis from Miles, Huberman and Saldana (2014) which include a) data collection b) data display c) data condensation and d) conclusion drawing/verifying.

To answer problem number 3, which is a business strategy that is suitable for women and men entrepreneurs, SWOT analysis is used, namely a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project or a

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business speculation. Rangkuti (2016) states that strengths and weaknesses in the SWOT analysis are grouped under internal factors (IFAS). Meanwhile, opportunities and threats are grouped under external factors (EFAS).

The following is the SWOT analysis matrix used in this study.

Table 3.2. SWOT Analysis Matrix

IFAS and EFAS	<i>Strength</i> Determine the internal strength factor	<i>Weakness</i> Determine internal weakness factors
<i>Opportunity</i> Determine the external opportunity factor	SO Creating opportunities based on the strengths you have	WO Minimize weaknesses by taking advantage of existing opportunities
<i>Threats</i> Determine the external opportunity factor	WO Harnessing power to avoid threats	WT Minimize weaknesses to avoid threats

(Source: Rangkuti, 2016)

IV. RESULT AND DISCUSSIONS

1. Description of Research Subjects

The subjects of this study were 12 SMEs engaged in the food and beverage sector in the Greater Malang area consisting of 6 SMEs from Malang city, 3 SMEs from Malang district and 3 SMEs from Batu city. The following are details of the research subjects.

Table 4.1. Subjects of this study were 12 SMEs engaged in the food and beverage

No	MSME name	Business fields	Address
1	Nasi pecel Tumpang	Food and beverage	Malang city
2	Kue Shania	Cake	Malang city
3	Nasi pecel Pak Awik	Food and beverage	Malang city
4	Ayam Nelongso	Food and beverage	Malang city
5	Nasi Gudeg	Food	Malang city
6	Bakso Solo	Food and beverage	Malang city
7	Bakso Duro	Food and beverage	Malang districts
8	Warung Lumayan	Food and beverage	Malang districts
9	Depot Es Gunung	Food and beverage	Malang districts
10	Ketan Legenda	Food and beverage	Batu city
11	Warung Jawa	Food and beverage	Batu city
12	Warung bamboe	Food and beverage	Batu city

2. Description of Research Results

Kraus dkk., (2009) which states that entrepreneurial marketing is an organizational function and a series of processes to create, communicate, and provide value for customers and to manage customer relationships in a way that is beneficial to the organization and its stakeholders, which is characterized by innovation, risk taking, proactive attitude towards market opportunities (Kraus dkk., 2009). While the dimensions used to measure entrepreneurial marketing are Proactiveness, Calculated Risk-Taking, Innovativeness, Opportunity Focus, Resource Leveraging, Customer Intensity, Value Creation, Legitimacy (M. P. Miles & Darroch, 2006). Not all business people have the eight competencies as mentioned above. From a gender perspective, not all male entrepreneurs have the same competencies as female entrepreneurs. Age and experience factors apparently affect a person's competence in entrepreneurship. The following is a breakdown of the competencies of food and beverage entrepreneurs managed by men and women.

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Table 4.2. Entrepreneurial Marketing Capability Female and Male Entrepreneurs

No	EM Dimensions	Man	Woman	Information
1	<i>Proactiveness</i>	3	9	Female dominant
2	<i>Calculated Risk- Taking</i>	8	4	Male dominant
3	<i>Innovativeness</i>	2	10	Female dominant
4	<i>Opportunity Focus</i>	3	9	Female dominant
5	<i>Resource Leveraging</i>	2	10	Female dominant
6	<i>Customer Intensity</i>	8	4	Male dominant
7	<i>Value Creation</i>	8	4	Male dominant
8	<i>Legitimacy</i>	10	2	Male dominant

Based on the data in table 4.2. The above shows that in implementing entrepreneurial marketing, male entrepreneurial competencies are more dominant in terms of risk taking, encouraging purchase intentions, creative value and legality. Meanwhile, female entrepreneurs have more dominant competencies in terms of being proactive, innovative, focusing on opportunities and finding sources of funds. The results of interviews and observations show that the age factor also affects the courage to take risks. For this reason, in this study it is recommended that female MSME actors are more suitable for managing food and beverage businesses on a pioneering scale. While men are more suitable for manage the food and beverage business on a development scale. As mentioned in the Product Life Cycles chart that the position of a startup business requires carefulness in financing calculations so that the business is able to pass the Break Even Point (BEP). Meanwhile, at the time of growth and development, the business position is already established and it remains only to maintain business continuity in order to be able to survive in times of crisis.

3. Analysis of strengths and weaknesses

If you pay attention to the data in table 4.1. above, it appears that the competencies of men and women are complementary. If the two are combined, a very good strategy will be created to encourage business sustainability. What about the entrepreneurial power of men compared to women? And how is the entrepreneurial power of women compared to men? The strength of male entrepreneurs lies in the courage to take risks and legality. This means that male entrepreneurs dare to step up to develop their businesses. The risks that occur during business development will be found solutions according to past experience both from oneself and the experience of other entrepreneurs. As stated by the owner of the Nelongso Chicken business below.

"I think that this business must go on and on no matter what happens. For that day and night I do not stop thinking, how to grow this business. I have learned a lot from the experiences of others in pursuing this business".

Meanwhile, the entrepreneur sego sambel Sultan also said that entering the business world it is necessary to know the trend of products that are being favored by consumers. Innovation must be carried out continuously in order to compete with other similar products. Business legality needs to be protected at least having a business license and PIRT. This is very important, because it relates to the fulfillment of capital needs and survival strategies. To obtain a capital loan from a financial institution, the main requirement is to have a business license and a PIRT, in addition to having financial statements and others.

The dominant strength of women entrepreneurs is being proactive and focusing on opportunities. The results of interviews and observations show that women entrepreneurs are very responsive to the business opportunities that lie ahead. Especially with the development of online business through social media such as Instagram, Tik Tok, WhatsApp, and the marketplace. Food and beverage entrepreneurs who are very responsive to the use of social media, can follow the flow of information quickly and easily, which has an impact on increasing literacy of entrepreneurial business opportunities. As stated by the market snack entrepreneur, Ibu Sulis, below. I see a variety of foods sold through gofood or grabfood, not all of them are modern because there are many traditional foods that customers like. Their reviews are very good and dare to give a high rating even though the type of food is traditional. So I really believe that even though my merchandise is just a snack, the market will someday grow and develop as well.

However, this is not the case if the entrepreneur is over 40 years old. They prefer to maintain their offline business because of their low mastery of technology. In fact, some of them almost closed their business because they could not compete with online-based food businesses. Like the results of an interview with the following pecel rice seller.

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“During the Covid 19 pandemic, my business experienced a lot of decline. Buyers don't want to come to my shop for fear of catching a virus. Right now it's post-pandemic, but my business hasn't recovered as well as before. It seems that everyone prefers to buy food via the internet, whereas I can't operate social media”.

4. Entrepreneurial Marketing Strategy

The results of interviews, observations and documentation show that there are differences in the entrepreneurial competencies of women and men in managing food and beverage businesses in Malang Raya. Then how should women and men entrepreneurs be able to have entrepreneurial marketing (EM) competencies? The following are the results of the analysis of internal and external factors that are owned by female and male entrepreneurs.

Table 4.3 Analysis of the Internal Factors of Female and Male Entrepreneurs

No	Internal factors	Strength	Weakness
1	Female Entrepreneur	<i>Proactiveness</i>	Calculated Risk- Taking
		<i>Innovativeness</i>	Customer Intensity
		<i>Opportunity Focus</i>	Value Creation
		<i>Resource Leveraging</i>	Legitimacy
2	Male Entrepreneur	<i>Calculated Risk- Taking</i>	Proactiveness
		<i>Customer Intensity</i>	Innovativeness
		<i>Value Creation</i>	Opportunity Focus
		<i>Legitimacy</i>	Resource Leveraging

Based on the results of the internal factor analysis in table 4.3. it can be seen that the strengths and weaknesses of men and women in managing businesses are different. Women have advantages in being proactive, innovative, focusing on opportunities and seeking sources of capital. However, women have weaknesses in terms of the courage to take risks, increase purchase intentions, creativity and legitimacy. This is in accordance with the results of Mueller's research (2008) that the nature inherent in women is feminine, and the nature inherent in men is masculine. Both of these traits affect the behavior of men and women in managing a business.

In addition, Firth & Wagner (2007) states that there are significant differences between men and women in risk aversion. Women have a higher fear of failure than men. Women tend to take less risk than men. The main challenges facing these women are personal and business issues.

The following are the results of the analysis of the external factors of female and male entrepreneurs.

Table 4.4. Analysis of External Factors of Female and Male Entrepreneurs

No	External Factors	Peluang	Ancaman
1	Female Entrepreneur	Managing startups for growth	Need to continue to innovate so that the business can survive
		Increasing consumer loyalty through excellent service	
2	Male entrepreneur	Developing an existing business through the use of technology	Businesses are threatened with bankruptcy if they do not carry out continuous innovation and creativity
		Creating competitive advantage in order to compete with competitors	

Based on the results of data analysis in table 4.4. shows that the opportunities and threats of male and female entrepreneurs are almost the same. The key word is how for the business to survive, even to grow and develop bigger. The condition of increasingly fierce competition in the food and beverage business requires all business actors to innovate and create sustainably in order to survive.

Based on the results of the analysis of internal and external factors above, a SWOT analysis can then be compiled which shows the recommended entrepreneurial marketing strategies for female and male entrepreneurs.

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Tabel 4.5. SWOT Analysis of Women Entrepreneurs' EM Strategies

EFA IFA	Strength <i>Proactiveness</i> <i>Innovativeness</i> <i>Opportunity Focus</i> <i>Resource Leveraging</i>	Weakness <i>Calculated Risk- Taking</i> <i>Customer Intensity</i> <i>Value Creation</i> <i>Legitimacy</i>
Opportunity Manage start-up businesses towards growth Increasing consumer loyalty through excellent service	SO Using new innovations to be able to compete with competitors. Providing quality services to increase consumer loyalty	WO Keeping financial records, so that risks can be managed properly, Business legality needs to be endeavored in order to be able to access capital
Threats Need to continue to innovate so that the business can survive	ST Leveraging technology in create new innovations so that businesses can grow	WT Do not stop innovating to survive

Based on the results of the SWOT analysis in Table 4.5. From the above it can be seen that the entrepreneurial marketing strategy that is suitable for food and beverage businesses carried out by women entrepreneurs is as follows.

- a. With these strengths, women entrepreneurs can use new technology-based innovations to create competitive advantages and provide quality services to increase consumer loyalty.
- b. To cover the shortage of women entrepreneurs, several things that need to be done are to keep financial records so that they can anticipate the risk of loss, business legality needs to be endeavored so that they can access capital, and not stop innovating so that the business can survive.

Following are the results of a SWOT analysis of entrepreneurial marketing (EM) strategies for food and beverage businesses conducted by male entrepreneurs.

Tabel 4.6. SWOT Analysis of Male Entrepreneurs' EM Strategies

EFA IFA	Strength <i>Calculated Risk- Taking</i> <i>Customer Intensity</i> <i>Value Creation</i> <i>Legitimacy</i>	Weakness <i>Proactiveness</i> <i>Innovativeness</i> <i>Opportunity Focus</i> <i>Resource Leveraging</i>
Opportunity Utilization of technology to develop an existing business. Utilizing capital facilities for expansion	SO develop a business using offline and online media at the same time. Manage risk well to increase revenue	WO Developing innovation can be done based on consumer needs
Threats If you don't innovate, then the business is threatened with bankruptcy	ST Fulfillment of business legality to facilitate access to capital	WT Do not stop innovating for the business to survive

Based on the results of the SWOT analysis in Table 4.6. above, it can be seen that the appropriate entrepreneurial marketing strategies for food and beverage businesses carried out by male entrepreneurs are as follows.

- a. With these strengths, male entrepreneurs can increase their mastery of technology and use it to develop their businesses. Even if needed, you can use offline and online media at the same time to optimize sales. Manage risk well because high risk can be interpreted as high profit. Fulfillment of business legality in order to facilitate access to capital.

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b. To cover the shortage of male entrepreneurs, it is necessary to continuously strive to improve the ability to innovate based on consumer needs. Proactive to business opportunities that are already in sight.

The courage to take risks in entrepreneurship is higher for men than women. This is in accordance with the results of (Brindley, 2005) research which states that starting small, men are given more managerial skills which have an impact on high self-confidence. Meanwhile, girls are trained to cook, wash clothes, clean the house, and other less challenging activities.

V. CONCLUSION

Entrepreneurial marketing capabilities of female and male entrepreneurs in Malang Raya. It can be argued that in implementing Entrepreneurial Marketing, the competence of male entrepreneurs is more dominant in terms of taking risks, encouraging purchase intentions, value creation and legality. Meanwhile, female entrepreneurs have more dominant competencies in terms of being proactive, innovative, focusing on opportunities and seeking sources of funds. It is recommended that women MSMEs are more suitable for managing food and beverage businesses on a pioneering scale, while men are more suitable for managing businesses that are already experiencing growth.

Analysis of the internal and external factors of women and men entrepreneurs is as follows. The strength of women entrepreneurs is more prominent in terms of being proactive against risks, and richer in innovation in creating business opportunities. However, female entrepreneurs have deficiencies in terms of the courage to take risks. Conversely, male entrepreneurs are more willing to take risks and prioritize legitimacy, but have a low proactive attitude.

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