

The impact of entrepreneurial marketing on creating shared value: A case study of Manager and Owner of Food and Drinking Factories in Kurdistan Region of Iraq**Ehsan Shareef Salih¹ and Haseba Salem Hamad²**

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Abstract

This article examines the impact of entrepreneurial marketing (EM) on creating shared value (CSV). Entrepreneurial marketing (EM) has been described by various scholars as the marketing practices of small businesses that often rely on creative and fundamental approaches. Meanwhile, creating shared value (CSV) is a trendy concept in the fields of corporate practice and management theory, emphasizing the production of economic value in a way that also benefits society and the environment. In order to collect required data, the study applied quantitative research design via a questionnaire survey. This study also applied The Total Population Sampling (TPS) approach is applied to investigate the relationship between EM and CSV of a number of food and drinking factories of Kurdistan Region of Iraq (KRI). Structural equation modelling (SEM) was used for data analysis using AMOS. The findings reveal a positive and significant impact of EM on the creation of shared value. These results have implications for both food and drinking factory owners and government's policymakers who aim to foster sustainable economic development.

Keywords: Entrepreneurial marketing; creating shared value and drink and food manufacturing

Citation

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1. Introduction

Entrepreneurial marketing is a relatively new concept in the field of marketing and has received a lot of attention from researchers and practitioners alike (Guerola-Navarro et al., 2022; Crick et al., 2021; Hidayatullah et al., 2019; Sarwoko, & Nurfarida, 2021; Lopes, et al., 2021; Bachmann et al., 2021). The concept of entrepreneurial marketing (EM) was first introduced in 1982, and various scholars have defined it (Hills & Hultman, 2011; Morris et al., 2002; Stokes, 2000). It involves the development and implementation of innovative marketing strategies and tactics by entrepreneurial firms in order to achieve sustainable growth and competitive advantage. However, the role of entrepreneurial marketing in creating shared value has not been explored extensively in the literature. The term "creating shared value" has gained popularity in the fields of corporate practice and management theory in recent times. In 2011, Porter and Kramer proposed a theory named Creating Shared Value (CSV), which has generated significant interest among scholars. Shared value refers to the creation of economic and social value for all stakeholders, including customers, employees, suppliers, and the wider community. This article aims to address this gap by investigating the impact of entrepreneurial marketing on creating shared value. The article will provide a review the relevant literature, theoretical framework for understanding the concept of entrepreneurial marketing and shared value, and present empirical evidence from case studies of entrepreneurial firms that have successfully created shared value through their marketing activities. The results of the study indicate that there is a positive and significant influence of Entrepreneurial Marketing (EM) variable on Creating Shared Value (CRSV) variable. The findings of this study will contribute to the existing body of knowledge on entrepreneurial marketing and shared value and provide insights for managers and entrepreneurs on how to create sustainable value for their stakeholders.

2. Literature review

2.1 Entrepreneurial marketing

2.1.1 Concept of entrepreneurial marketing

There is no broadly acceptable definition of entrepreneurial marketing in literature; however, all definition of entrepreneurial marketing has one common characteristic: they all include components from both marketing and entrepreneurship fields. (Sadiku-Dushi et al., 2019). Ionitã

(2012) claimed that in order to define entrepreneurial marketing, there are four different approaches. The first approach focuses on the commonalities between both fields of marketing and entrepreneurship. The most popular definition of EM is the proactive discovery and exploitation of possibilities for gaining and maintaining profitable customers through creative methods to risk management, resource leveraging, and value generation (Morris et al., 2002). According to Ioniță (2012) the given definition is an example of first approach definition which combines some elements of entrepreneurship that are proactivity, opportunity, risk-taking, and innovation with some elements of marketing that include customer focus, resource leveraging, guerrilla marketing, and creation of value. The next approach is "Entrepreneurship in marketing". As an example of second approach, there is a definition of EM by Mort et al. (2012). According to him EM is a set of opportunity creation techniques, including customer intimacy-based creative goods, adaptive resource augmentation, and legitimacy for the emerging company and its products. Another approach is "marketing in entrepreneurship". The definition of Kraus et al. (2010) for EM is one example of third approach. The author argued that EM is a function of organization and a collection of processes to create, communicate and provide value for clienteles and also to manage the relationships of the clienteles in a proper way of profiting both the company and its stakeholders and that is distinguished by inventiveness, risk-taking, and proactiveness, and that may be carried out without the use of currently controlled resources.

The last approach is when marketing and entrepreneurship are combined; they produce something unique and novel. There are several definitions for EM in literature that are related to this approach. For example, EM is defined as a set of value creation, communication, and delivery procedures that are led by effective reasoning and applied in highly unpredictable business environments (IONITĂ, 2012). Entrepreneurial marketing can be defined as the activity and innovative processes of identifying opportunities or unmet needs, allocating resources and managing risks for creating, communicating, delivering value for customers, partners and society.

2.1.2 Entrepreneurial marketing dimensions

In order to find the impact of entrepreneurial marketing on creating shared value, this study employed six dimensions identified by Morris et al., (2002) such as, proactiveness; innovativeness; risk management; opportunity focus; resource leveraging and customer intensity. Although value

creation has been discussed as a critical dimension of entrepreneurial marketing in most of researches, this study will not employ it. This is because it will be covered in value chain which is one of the main dimensions of depend variable (creating shared value) of this study.

2.1.2.1 Proactiveness

Proactiveness can be defined as strategic approaches of action implemented by entrepreneurs to anticipate and influence upcoming problems, requirements, needs, changes and environment of an organization. Sambudi (2015) claimed that entrepreneurs use proactiveness as a strategic technique to seize the initiative in seeking entrepreneurial opportunity. Thus, entrepreneurial proactiveness is an opportunistic-driven strategy for launching new goods, services, or tactics to stay ahead of market competition (Uchena et al., 2021).

2.1.2.2 Opportunity Focus

The term "opportunity focus" refers to unobserved market positions that are source of competitive advantage and sustainable profit potential (Morris et al., 2002; Prabowo, Sriwidadi, & Ikhsan, 2021). Opportunity is a key dimension of entrepreneurial marketing and as at the heart of entrepreneurship is the primary motivating force behind most start-ups (Chu et al., 2011; Garcia-Cabrera, 2018). As a result, a key factor in determining a SME's success is the capacity to identify and exploit current opportunities. Opportunity recognition skills and commitment to opportunities are two elements that set entrepreneurial marketing distinct from traditional marketing (Hills et al., 2008).

2.1.2.3 Innovativeness

Innovativeness has been defined as “a willingness to support creativity and experimentation in introducing new products/services, and novelty, technological leadership and R&D in developing new processes.” (Lumpkin and Dess, 2001). According to OECD Oslo Manual (2005), innovation is the implementation of novel and vitally enhanced goods, services, procedure, process, unique method of marketing, or a novel organizational method in workplace organization or business practices. Innovativeness of firms entails skillfully combining strengths, weaknesses, opportunities, and weaknesses to discover new entrepreneurial opportunities (Hacioglu et al., 2012). This means that by being creative as an entrepreneur entail developing and implementing

entrepreneurial innovative methods that can be competitively turned into new goods or services (Uchena, et al., 2021).

2.1.2.4 Risk Management

Risk and managing risk are the most significant issues in entrepreneurship and marketing that can play vital role in the productivity and effectivity of the organization. Risk, according to Morris et al. (2004), may occur in business once organizations strive to exploit opportunities and employ considerable resources to attain those opportunities, which may be unclear, resulting in risk. Morris et al., (2002) believe that risks are exhibited in an organization's different resource allocation decisions, as well as in the choices of the goods, services, and markets that are prioritized.

2.1.2.5 Resource Leveraging

Resources such as human, finance, physical, information, legal, and relation (Hunt & Madhavaram, 2006; Ostendorf et al., 2014) are usually restricted for small and startup businesses (Becherer et la., 2008). On the other side, large companies are frequently linked to a larger pool of resources. Nonetheless, their stockholders expect resource frugality, particularly with regard to financial resources (Eggers et al., 2020). Therefore, leveraging resources is critical for companies of all sizes, especially when it comes to executing cost-effective marketing campaigns (Collinson & Shaw, 2001). Leveraging has been defined by Morris et al. (2002) as achieving more with less. They also highlighted how marketers must have the necessary knowledge, experience, and talent to identify an underused resource and make the most use of the ones that are accessible. Thus, resource leveraging refers to a company's capacity to do more with less by utilizing innovative techniques and attempting to access more resources in order to meet its goals.

2.1.2.6 Customer Intensity

Entrepreneurial marketing, according to Morris et al. (2002), necessitates a creative approach to consumer attraction, retention, and customer's growth. This element creates a passion for consumers and staff awareness of goods and services as the company's main values (Hisrich and Ramadani, 2017). Thus, customer intensity as one of organizational innovative approach is a key dimension of entrepreneurial marketing to create and sustain relationship with customers. Furthermore, customer intensity generally and especially for entrepreneurs is a central element of market orientation, since entrepreneurs according to Hills (2012) are oftentimes highly engaged in serving consumers and responding to their needs and demands. Jones and Rowley (2011) viewed

customer orientation as the “pillar of marketing” and customer-focused employees as a quality indicator for the firms. Customer satisfaction benefits organizations in both short and long term since it is directly connected to customer loyalty, trust, and emotional components in the customer-business relationship (Voigt et al., 2010).

2.2. Creating shared value

2.2.1 Concept of creating shared value

The concept of creating shared value has been described by Porter and Kramer (2011) as policies and operational practices that improve a company's competitiveness while also improving the economic and social situations of the communities where it operates. In another description, Tosovic-Stevanovic (2021) described the concept of shared value as the initial phase toward a novel economy form which covers all aspects of community and directs the collaboration of organizations, their employees, customers, and the society. Thus, according to the most articles related to creating shared value, shared value creation concerned with establishing and extending the links between society and economic growth. The links should be based on the idea that value principles must be applied to both social and economic growth. Thus, according to previous explanation, creating shared value can be defined as a process of creating economic value for achieving a sustainable competitive advantage for a company through creating social value.

2.2.2 Dimensions of creating shared values

Dimensions of creating shared values are different among scholars due to objectives of the researches. However, according to Porter and Kramer (2011) which they have introduced the concept of creating shared value for first time, creating shared value is a result of summing has two dimensions which are economic and social dimensions that both are perceived to be crucial for success of a firm. Thus, it can be said that creating shared value (CSV) is the result of combining economic value and social value creation.

2.2.2.1 Creating Economic value

The word "economic value" refers to the importance of anything in relation to economic concerns for humans and society, whereas the "value of commodity" and its rules as described in economics are the realistic and unavoidable way of realizing economic value. (Wang, 2018, February).

Economic value according to Arengi, Camodeca & Almicci (2021), refers to a company's or government's ability to encourage all people's potential in order to convert them via innovative processes. Economic value has been defined by Engizek and Eroğlu (2022) as perceived financial advantages by consumers of a good or service. The financial benefit derived from executing an action is referred to as economic value (Ratten, 2022). The economic value of a product is a measure of the advantages it delivers to a person or corporation. As a result, economic value refers to the greatest price that a buyer is ready to pay for a product or service. Economic value is one of the approaches to describe and quantify value. While other forms of value are frequently significant, economic values should be considered while making economic decisions. Economic value measures are based on what individuals desire or prefer.

2.2.2.2 Creating Social Value

The creation of social value is a relatively new social, economic, and commercial study issue. In social terms, value is defined as "an umbrella phrase encompassing these larger consequences and organizations that make a deliberate attempt to ensure that these impacts are beneficial might be viewed as creating social value via individuals, communities, and society as a whole benefit by contributing to their long-term well-being and resilience (Rehman et al., 2021). The social field includes human activities relevant to social and public sustainability. Element such as health, education, human rights, labor rights, social equity, culture, community development, social responsibility, social justice, social capital, peacekeeping, and community resilience are included in the social area (Ritala et al, 2021). In scholars, several significant ways have been discussed in order to create social value for the purpose of creating shared value. Nutrition could be one way for creating shared value through deliver low-cost micronutrient-fortified spices at the workplace (Porter and Kramer, 2011; Pfitzer et al., 2013; Crane et al., 2014). Another significant way is health which could be implemented through a social business approach to enhance medical care (Pfitzer et al., 2013). In addition, sustainability could also create social value by business models that include environmental preservation and resource conservation. (Porter and Kramer, 2006; Pfitzer et al., 2013; Crane et al., 2014).

2.3 The impact of entrepreneurial marketing on creating share value

Scholars have not conducted any study under the title of the impact of entrepreneurial marketing on creating shared value. Thus, it is gap in the literature should be filled by current study. However, this study is mentioned some relevant previous studies results. Creating shared value can be defined as competitive strategy for creating direct and in direct economic value through social value. According to Porter and Kramer (2011), there are three ways of creating shared value. Scholars indicate that entrepreneurial marketing has a crucial impact on successfully implementing these three ways. Porter and Kramer (2011) believe that their proposed strategies could create new business opportunities. As a result, new markets are created, profitability could be increased, and the competitive position of companies will be developed. Porter and Kramer (2014) state that as the first way companies can create shared value through reconceiving products and markets. Organizations can expand into new markets, therefore addressing unmet social requirements. These new prospects necessitate and inspire new innovation in redesigned goods or updated distribution strategies. The second way of creating shared value is redefining productivity in the value chain which includes any actions taken by a company to improve resource utilization, increase process effectiveness, and improve productivity (Von Liel, 2016). Entrepreneurial marketing, on the other hand, comprises the sequence of actions required to spot an opportunity, frame a business idea, determine the resources needed, secure those resources, and identify resources not used optimally. One of the most common dimensions in entrepreneurial marketing is resource leveraging. Because they employ a variety of resource-leveraging techniques, entrepreneurial marketing adopters are not constrained by the resources at their disposal. These include using resources much more efficiently than rivals, exploiting resources that others are still unable to use, using the resources of others to further one's own objectives, incorporating the resources of multiple firms to produce higher value, trying to stretch resources farther than rivals do, and recycling (Nwankwo & Kanyangale, 2020). Thus, it can be argued that entrepreneurial marketing has significant impact also on the second way of creating shared value.

Enabling local cluster is the third way of creating shared value which is also, can be impacted by entrepreneurial marketing. Local cluster refers to a collection of enterprises in the same commercial and physical region. For instance, the cluster consists of logistical infrastructure, suppliers, and service providers (Dennis & Smith, 2021, July). Mitić & Rakita, (2020) stated that the primary ramifications for entrepreneurs and governments may be found in the field of encouraging small business collaboration and increasing their interpersonal and professional

contacts through the creation of industrial clusters. A company must identify weaknesses and gaps in the fields of markets, educational institutions, logistics, suppliers, and distribution channels in order to build clusters. One form of cluster development is joint ventures with its contractors and stakeholders. Establishing joint venture is a method for mitigating and sharing risks (Dennis & Smith, 2021, July). Moreover, geographic concentration in certain locations is common in emerging markets. Because of the pool of knowledge developed and shared by co-located enterprises, the value of local clusters has been recognized as crucial to innovation (Doblinger, Soppe, & Huber, 2019, July). Local cluster articles indicate that networking, innovation and risk management are more important factors for enabling local cluster of any organization which all of these factors can be impacted via entrepreneurial marketing.

The entrepreneurial marketing process, like other entrepreneurial processes, emphasizes creating opportunities and creating social value. Entrepreneurial marketing creates value through innovation. Özdemir (2013) in a study called entrepreneurial marketing and creation of social value in the Turkish art industry investigated the use of opportunities and aspects of entrepreneurial marketing to create social value. Through investigating the entrepreneurial process in the socially valuable art sector, the research aims to deepen its understanding of entrepreneurial marketing (EM) and the social value creation. The study came to the conclusion that entrepreneurial marketing is through identifying environmental opportunities and using them innovatively. It leads to the creation of social value, which ultimately leads to the creation of shared value. Similarly, Mengting, & Zhang (2015) investigated the dimensions of entrepreneurial marketing in their research with the aim of providing a comprehensive framework for value propositions in relation with the idea of value creation through an entrepreneurial marketing approach. The study's findings indicated that value can be created through entrepreneurial marketing mix. Likewise, Sharaei et al., (2020) investigated the impact of entrepreneurial marketing on the sustainability of knowledge-based companies by taking into account the variable of creating shared value and entrepreneurial leadership style and the variable of strategic modernization. They argued that entrepreneurial marketing with a focus on innovation and development of new ideas according to market needs is the key to the survival, stability and success of start-up businesses. The study findings indicate that entrepreneurial marketing has a direct and significant impact on the creation of shared value.

3. Research conceptual framework and hypotheses

This study developed a conceptual framework (Figure 1) and hypotheses based on a literature review. Based on the conceptual research framework, a number of hypotheses will be tested.

First Main Hypothesis: there is a direct and significant correlation between Entrepreneurial Marketing (EM) variable and Creating Shared Value (CRSV) variable.

Table 1: Sub hypotheses of first main hypotheses

| | |
|------------|--|
| H1a | There is a direct and significant correlation between Entrepreneurial Marketing (EM) variable and Creating Social Value (CSV) dimension. |
| H1b | There is a direct and significant correlation between Entrepreneurial Marketing (EM) variable and Creating Economic Value (CEV) dimension. |
| H1c | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Proactiveness (PR) dimension. |
| H1d | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Opportunity Focus (OF) dimension. |
| H1e | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Innovativeness (IN) dimension. |
| H1f | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Risk Management (RM) dimension. |
| H1g | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Resource Leveraging (RL) dimension. |
| H1h | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Customer Intensity (CI) dimension. |

Source: prepared by the researcher

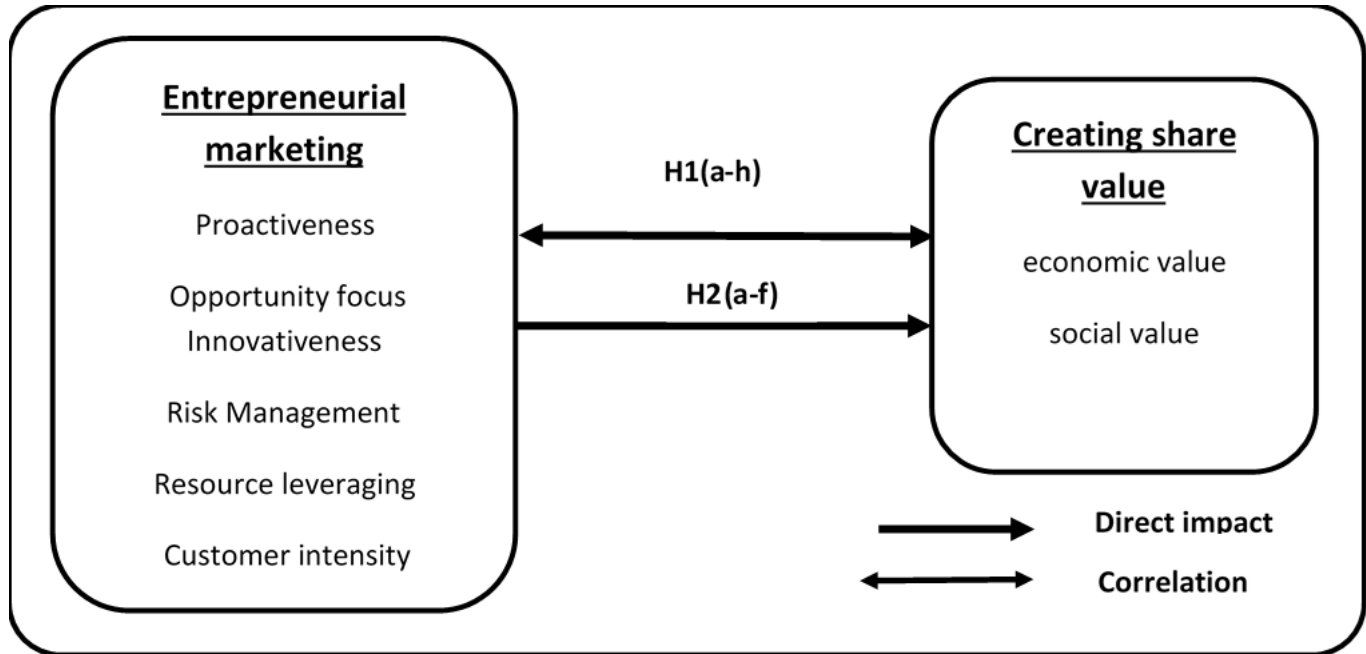
The Second main hypothesis: there is a positive and significant influence of Entrepreneurial Marketing (EM) variable on Creating Shared Value (CRSV) variable.

Table 2: Sub hypotheses of Second main hypotheses

| | |
|------------|--|
| H2a | There is a positive and significant influence of Proactiveness (PR) dimension on Creating Shared Value (CRSV). |
| H2b | There is a positive and significant influence of Opportunity Focus (OF) dimension on Creating Shared Value (CRSV). |
| H2c | There is a positive and significant influence of Innovativeness (IN) dimension on Creating Shared Value (CRSV). |
| H2d | There is a positive and significant influence of Risk Management (RM) dimension on Creating Shared Value (CRSV). |
| H2e | There is a positive and significant influence of Resource Leveraging (RL) dimension on Creating Shared Value (CRSV). |
| H2f | There is a positive and significant influence of Customer Intensity (CI) dimension on Creating Shared Value (CRSV). |

Source: prepared by the researcher

Figure 1: The conceptual framework



Source: prepared by the researcher

4. Research method

The current study is deductive; it uses the quantitative method to reach conclusions on the causal relationships between entrepreneurial marketing and creating share value in food and drink industry in KRI. For data collection, a questionnaire form, available in Kurdish, Arabic and English, was addressed to owner - top manager of factory. For validity issues, the questionnaire form was designed based on extant research. Entrepreneurial marketing was measured through six latent variables (Becherer et al., 2012; Eggers et al., 2020): proactiveness (four indicators), opportunity focus (four indicators), innovativeness (five indicators), risk management (five indicators), resource leveraging (four indicators) and Customer intensity (four indicators). Creating share value was measured through two latent variables (Ham, et al., 2020; Wu, et al., 2022): creating economic value (eight indicators), and creating social value (eight indicators). The initial questionnaire form was validated on 38 respondents from food and drink factories and corrected item-total correlations showed construct validity of the indicators used in the scale. Cronbach's alpha statistics have also shown a reliable scale.

This study is concerned with food and drinking manufacturing in KRI. In order to obtain accurate data on the exact number of food and beverage factories in Kurdistan which will be the Total Population Sampling for this study, the researcher contacted the Ministry of Statistics and Planning and visited the Ministry of Commerce and Industry. In the Ministry of Commerce and Industry, researcher interviewed the general director of Companies Registration in Kurdistan. Finally, the researcher found out that the most appropriate and best source to determine the number of factories in Kurdistan is a list of factory names which currently is available on the website of the Ministry of Commerce and Industry. therefore, the sampling size for this study is a list of food and drinking factories registered in (<https://gov.krd/>) databases which sells products to retail businesses. According to GOV.KRD (2023), there were 189, 71 and 68 drink and food factories which sells their products to retailers in Erbil, Suleimani and Duhok respectively. In addition, this study decided to contact the owner-managers and directors of factories due to the fact that they have considerable influence over the commercial operations of their factories and access to all of its resources.

Researcher attempted to approach all of the 328 chosen factories from 10/7/2022 until 15/12/2022 to participate them in the questionnaire. It was tried to distribute the questionnaire to them via interviewing them and sending them by email. Therefore, in Erbil, 97 respondents from 97 factories availed themselves for this current study. In Sulymani, 50 respondents from 50 factories consented. In Duhok, 54 participants availed themselves for this current study. Structural equation modelling (SEM) was used for data analysis using AMOS.

5. Data analysis

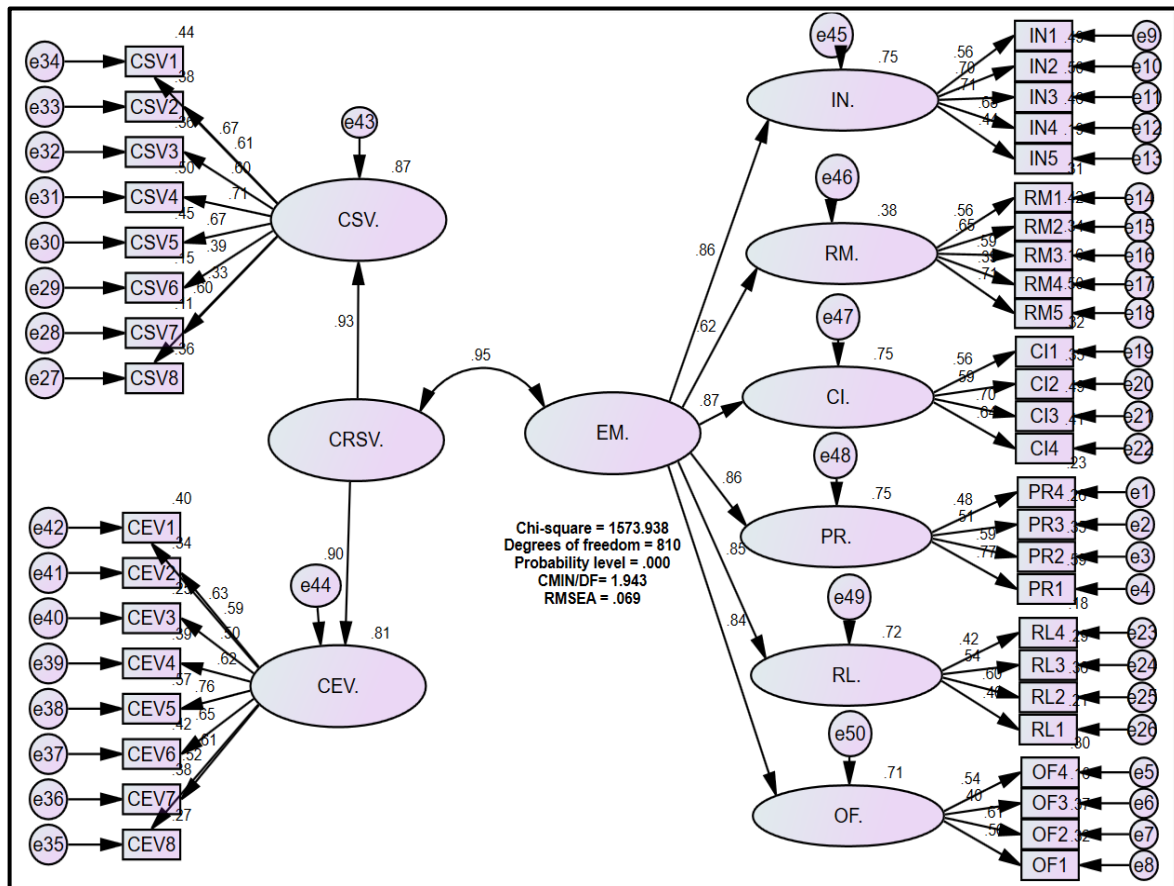
1. Analysing the correlations between entrepreneurial marketing (EM) and creating shared value (CSV):

The results below show the analysing correlations between Entrepreneurial Marketing (EM) variable and Creating Shared Value (CRSV) variable whose were presented in Table (3) and Figure (2), depending on the statistical program (AMOS-24).

Figure (2) shows that there is a direct and significant correlation between Entrepreneurial Marketing (EM) variable and Creating Shared Value (CRSV). Besides, the model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows:

CMIN/DF value (1.943), RMSEA value (0.069), level of significance (0.000), the value of (Chi-square) calculated is (1573.938), which is greater than its tabular value of (124.342).

Figure 2: Structural model of the correlation between Entrepreneurial Marketing (EM) variable and Creating Shared Value (CRSV) variable



Source: prepared by the researcher from the results of (AMOS) statistical analysis.

The results presented in the table below (3) and figure above (2) indicate that there is a positive correlation with statistical significance at the level (0.05) between Entrepreneurial Marketing (EM) variable and Creating Shared Value (CRSV). The value of the correlation coefficient between them was (.949), which is a high significant value. Moreover, the critical value (C.R.) reached (5.151) which is higher than (2.56) with low standard errors. S.E. This indicates the strength of the positive relationship between these two variables. **Consequently, the first main Hypothesis is accepts that states, “There is a direct and significant correlation between Entrepreneurial Marketing (EM) variable and Creating Shared Value (CRSV) variable”.**

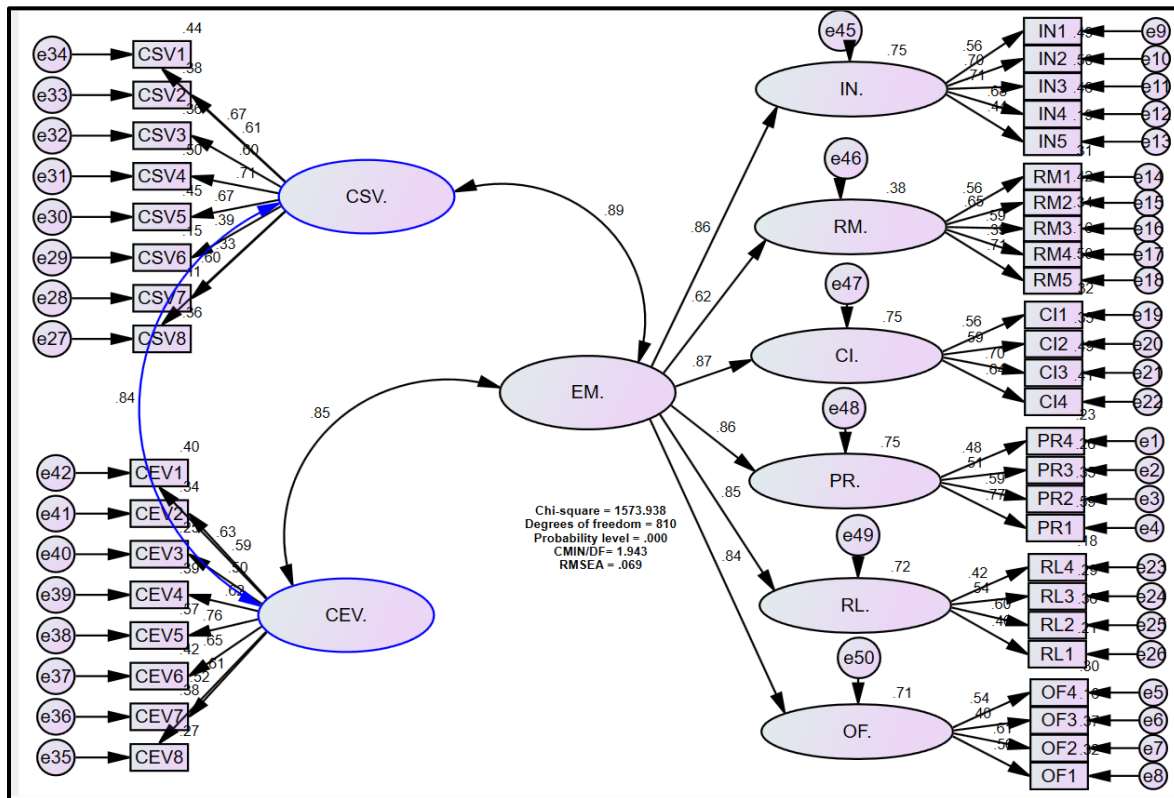
Table 3:: Paths and parameters of correlation between Entrepreneurial Marketing (EM) variable and Creating Shared Value (CRSV) variable.

| Paths | | | Correlations (R) | Estimate | S.E. | C.R. | P |
|-------|------|------|------------------|----------|------|-------|------|
| EM | <--> | CRSV | .949 | .225 | .044 | 5.151 | .000 |

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

In addition, Figure (3) is showed that there is a direct and significant correlation between Entrepreneurial Marketing (EM) variable and Creating Social Value (CSV) and Creating Economic Value (CEV) dimensions. The model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (1.943), RMSEA value (0.069), level of significance (0.000), the value of (Chi-square) calculated is (1573.938), which is greater than its tabular value of (124.342).

Figure 3: Structural model of correlation between Entrepreneurial Marketing (EM) variable and Creating Shared Value (CRSV) dimensions.



Source: prepared by the researcher from the results of (AMOS) statistical analysis.

The value of the correlation coefficient between Entrepreneurial Marketing (EM) variable and Creating Social Value (CSV) dimension is (.886), and Entrepreneurial Marketing (EM) variable and Creating Economic Value (CEV) dimension is (.853), which is a high significant value. Moreover, the critical value (C.R.) reached (5.151), (4.760) respectively which is higher than (2.56) with low standard errors. S.E. This indicates the strength of the positive relationship between them.

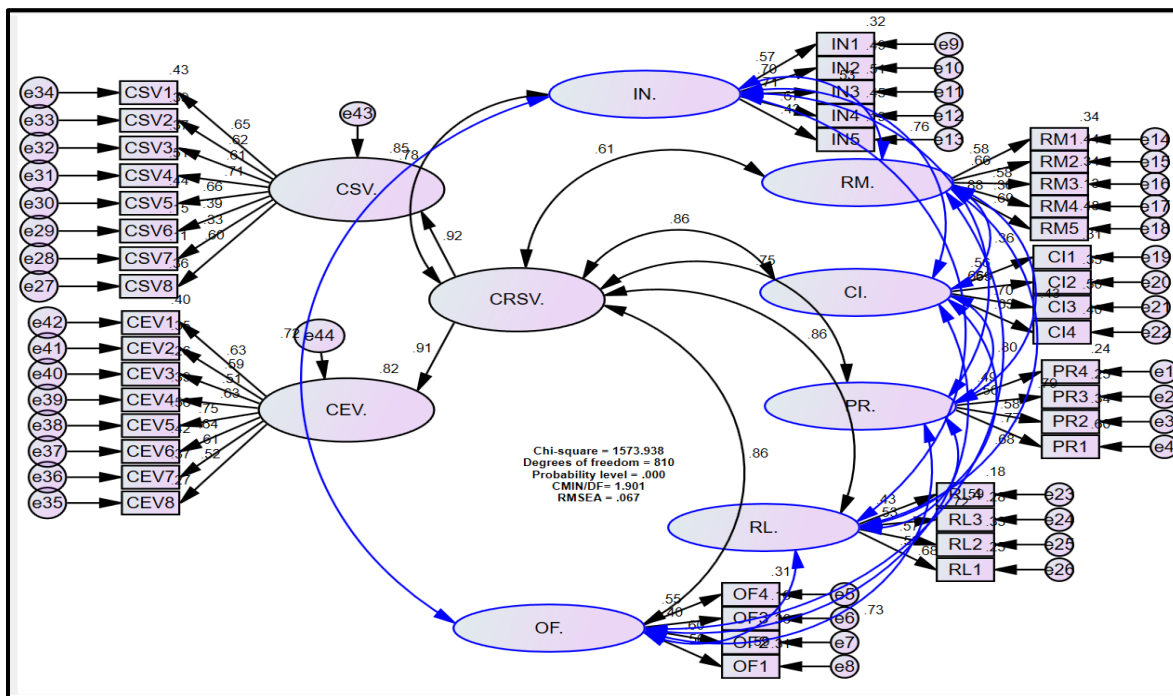
Table 4: Paths and parameters of correlation between Entrepreneurial Marketing (EM) variable and Creating Shared Value (CRSV) dimensions

| Paths | | | Correlations (R) | Estimate | S.E. | C.R. | P |
|-------|------|-----|------------------|----------|------|-------|------|
| EM | <--> | CSV | .886 | .225 | .044 | 5.151 | .000 |
| EM | <--> | CEV | .853 | .226 | .047 | 4.760 | .000 |

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

Furthermore, Figure (4) shows that there is a direct and significant correlation between Creating Shared Value (CRSV) variable and Entrepreneurial Marketing (EM) dimensions. The model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (1.901), RMSEA value (0.067), level of significance (0.000), the value of (Chi-square) calculated is (1573.938), which is greater than its tabular value of (124.342).

Figure 4: Structural model of correlation between Creating Shared Value (CRSV) variable and Entrepreneurial Marketing (EM) dimensions.



Source: prepared by the researcher from the results of (AMOS) statistical analysis.

The value of the correlation coefficient between Creating Shared Value (CRSV) variable and Entrepreneurial Marketing (EM) dimensions are as follows (IN= .775), (RM =.606), (CI = .860), (PR =.752), (RL = .859) and (OF = .857) which are high significant value. Moreover, the critical value (C.R.) reached (5.047), (4.537), (5.132), (4.591), (4.371), and (5.023) respectively which are higher than (2.56) with low standard errors. S.E. This indicates the strength of the positive relationship between them.

Table 5: Paths and parameters of correlation between Creating Shared Value (CRSV) variable and Entrepreneurial Marketing (EM) dimensions

| Paths | | | Correlations (R) | Estimate | S.E. | C.R. | P |
|-------|------|-----|------------------|----------|------|-------|------|
| CRSV | <--> | IN. | .775 | .211 | .042 | 5.047 | .000 |
| CRSV | <--> | RM. | .606 | .193 | .043 | 4.537 | .000 |
| CRSV | <--> | CI. | .860 | .266 | .052 | 5.132 | .000 |
| CRSV | <--> | PR. | .752 | .198 | .043 | 4.591 | .000 |
| CRSV | <--> | RL. | .859 | .195 | .045 | 4.371 | .000 |
| CRSV | <--> | OF. | .857 | .217 | .043 | 5.023 | .000 |

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

Consequently, table (6) shows the results of sub-hypotheses derived from third main hypothesis

Table 6: Results of First Sub-Hypotheses

| | | |
|------------|--|---------------|
| H1a | There is a direct and significant correlation between Entrepreneurial Marketing (EM) variable and Creating Social Value (CSV) dimension. | Accept |
| H1b | There is a direct and significant correlation between Entrepreneurial Marketing (EM) variable and Creating Economic Value (CEV) dimension. | Accept |
| H1c | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Proactiveness (PR) dimension. | Accept |
| H1d | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Opportunity Focus (OF) dimension. | Accept |
| H1e | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Innovativeness (IN) dimension. | Accept |
| H1f | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Risk Management (RM) dimension. | Accept |
| H1g | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Resource Leveraging (RL) dimension. | Accept |

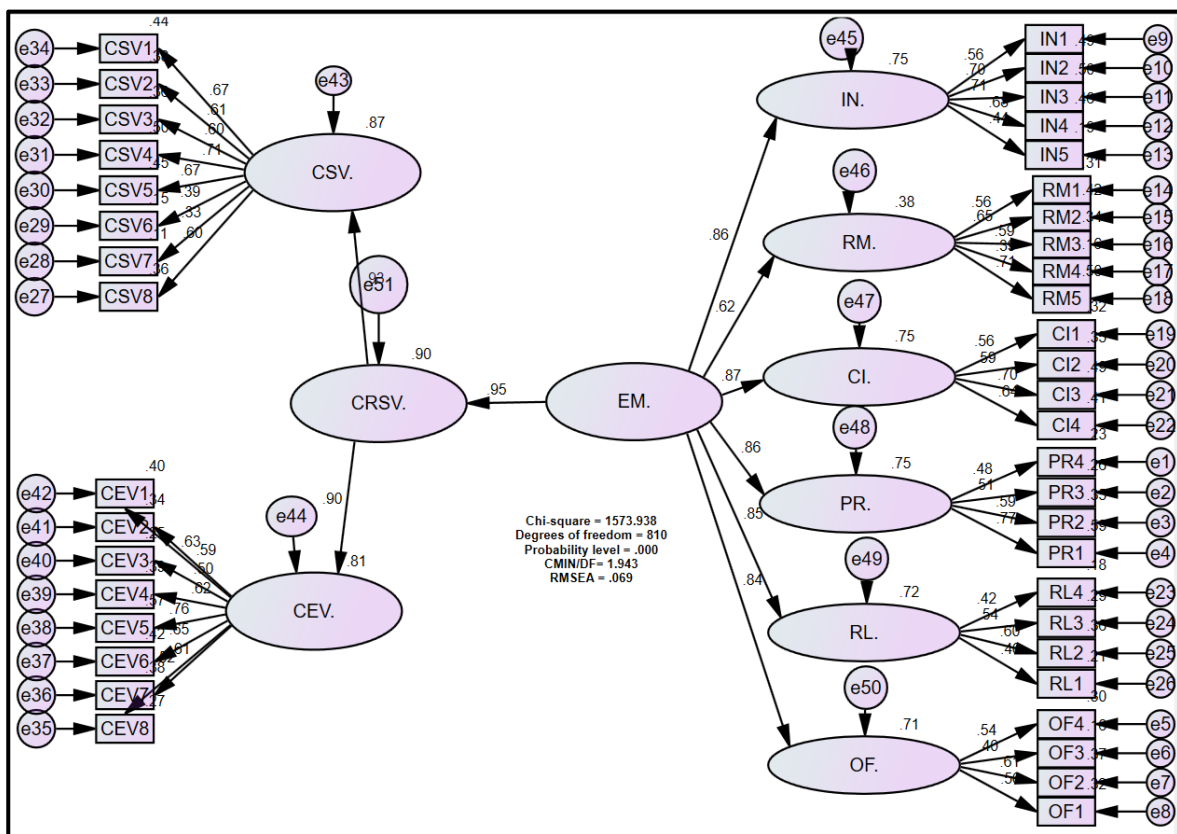
| | | |
|------------|--|---------------|
| H1h | There is a direct and significant correlation between Creating Shared Value (CRSV) variable and Customer Intensity (CI) dimension. | Accept |
|------------|--|---------------|

Source: prepared by the researcher

2. Influence of Entrepreneurial Marketing (EM) on Creating Shared Value (CRSV):

The two main hypothesis states that there is a positive and significant influence of Entrepreneurial Marketing (EM) on Creating Shared Value (CRSV). Figure (5) shows that there is a positive and significant influence of Entrepreneurial Marketing (EM) variable on Creating Shared Value (CRSV). The model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (1.943), RMSEA value (0.069), level of significance (0.000), the value of (Chi-square) calculated is (1573.938), which is greater than its tabular value of (124.342).

Figure 5: results of influence of Entrepreneurial Marketing (EM) variable on Creating Shared



Value (CRSV) variable.

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

Besides, the value of the Standardized Regression Weight (S.R.W.) is (0.949), and this means that the Creating Shared Value (CRSV) variable will increase by (94.9%) if interest in Entrepreneurial Marketing (EM) variable increases by one unit at the level of the study sample. As shown in figure (5), the value of the Squared Multiple Correlations (R^2) amounted to (.901), and this means that the Entrepreneurial Marketing (EM) variable is able to explain (90.1%) of the changes that occur in achieving Creating Shared Value (CRSV) variable. This value is considered significant, because the value of the Critical Ratio (C.R.) shown in table (7) of (5.871) is a significant value at the level of significance (0.000) shown in the same table.

The Second main hypothesis therefore is accepted that states there is a positive and significant influence of Entrepreneurial Marketing (EM) variable on Creating Shared Value (CRSV) variable.

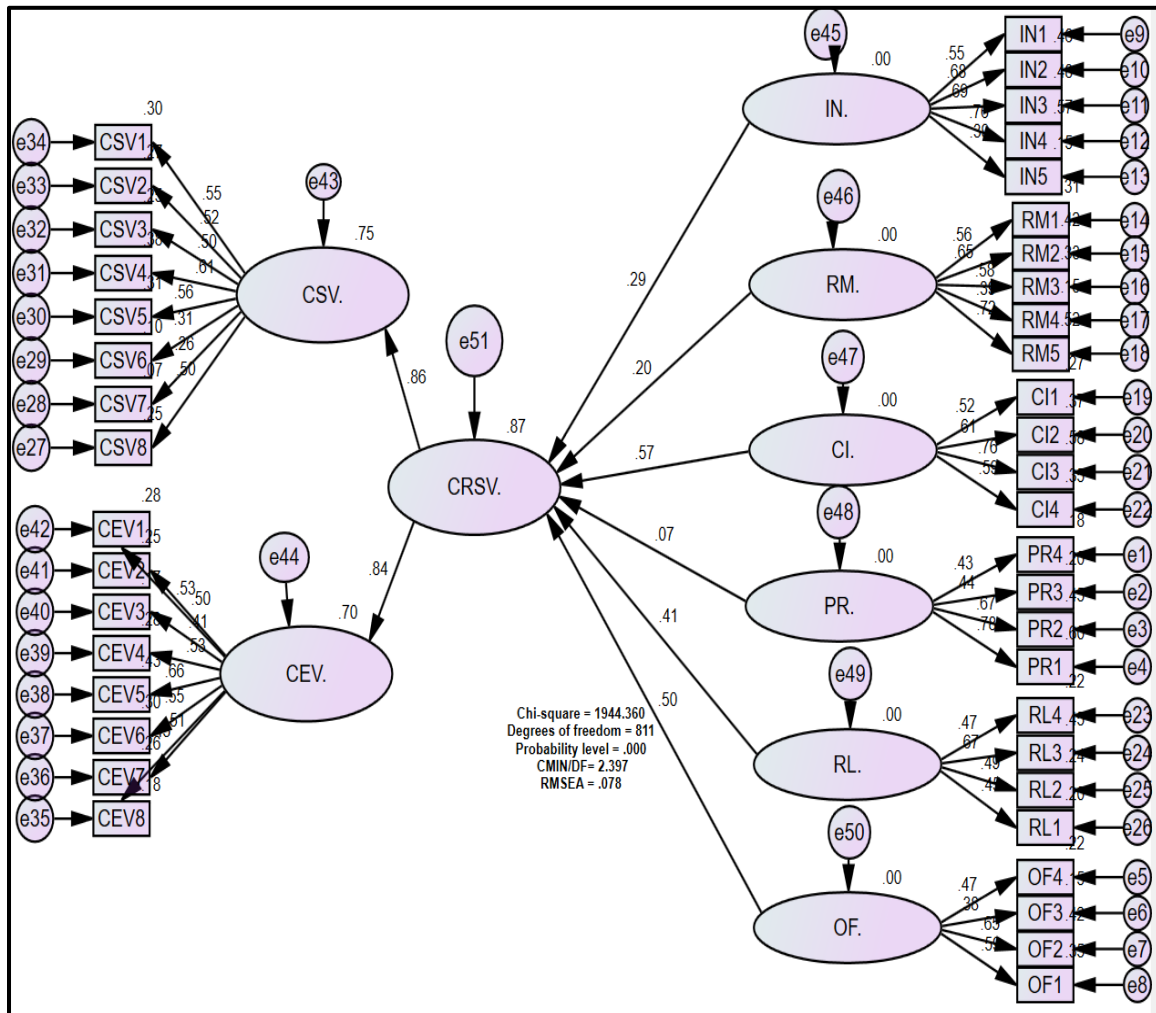
Table 7: Paths and parameters influence of Entrepreneurial Marketing (EM) variable on Creating Shared Value (CRSV) variable.

| Paths | | | R^2 | S.R.W. | S.E. | C.R. | P |
|-------|------|------|-------|--------|------|-------|------|
| EM | ---> | CRSV | .901 | .949 | .180 | 5.871 | .000 |

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

In addition, figure (6) shows the outcomes of influence of Entrepreneurial Marketing (EM) dimensions through: Proactiveness (PR) Opportunity Focus (OF) Innovativeness (IN) Risk Management (RM) Resource Leveraging (RL), and Customer Intensity (CI) on Creating Shared Value (CRSV). The model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (2.397), RMSEA value (0.078), level of significance (0.000), the value of (Chi-square) calculated is (1944.360), which is greater than its tabular value of (124.342).

Figure 6: results of influence of Entrepreneurial Marketing (EM) Dimensions on Creating



Shared Value (CRSV) variable.

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

The value of the Standardized Regression Weight (S.R.W.) are (.066), (.500), (.288), (.201), (.408), and (.571). It means that the Creating Shared Value (CRSV) variable will increase by (6.6%), (50.0%), (28.8%), (20.1%), (40.8%), and (57.1%) respectively if interest in Entrepreneurial Marketing (EM) dimensions increases by one unit at the level of the study sample. Some of these values are considered significant at the level of significant (0.01). For instance, Opportunity Focus (OF) and Customer Intensity (CI) because their value of the Critical Ratio (C.R.) as shown in table (8) are (3.477) and (4.098) these values are significant value at the level of significance (0.000) shown in the same table since they are greater than (2.56).

Some others of these values are considered significant at the level of significant (0.05). For instant, Innovativeness (IN) and Resource Leveraging (RL) because their value of the Critical Ratio (C.R.) as shown in table (8) are (2.354) and (2.495) these values are significant value at the level of significance (.019), and (013) shown in the same table since they are greater than (1.96). However, Some others of these values are considered not significant at the level of significant (0.01) or (0.05). Such as, Proactiveness (PR) and Risk Management (RM) because their value of the Critical Ratio (C.R.) as shown in table (8) are (.594) and (1.951) these values are not significant values as shown in the same table since they are less than (1.96) and (2.56).

Table 8: Paths and parameters influence of Entrepreneurial Marketing (EM) dimensions on Creating Shared Value (CRSV) variable.

| Paths | | | S.R.W. | S.E. | C.R. | P |
|-------|------|------|--------|------|-------|------|
| PR | ---> | CRSV | .066 | .088 | .594 | .553 |
| OF | ---> | CRSV | .500 | .121 | 3.477 | .000 |
| IN | ---> | CRSV | .288 | .084 | 2.354 | .019 |
| RM | ---> | CRSV | .201 | .061 | 1.951 | .051 |
| RL | ---> | CRSV | .408 | .120 | 2.495 | .013 |
| CI | ---> | CRSV | .571 | .088 | 4.098 | .000 |

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

Consequently, table (9) shows the results of sub-hypotheses derived from six main hypothesis

Table 9: results of sub-hypotheses derived from second main hypothesis

| | | |
|------------|--|---------------|
| H2a | There is a positive and significant influence of Proactiveness (PR) dimension on Creating Shared Value (CRSV). | Reject |
| H2b | There is a positive and significant influence of Opportunity Focus (OF) dimension on Creating Shared Value (CRSV). | Accept |
| H2c | There is a positive and significant influence of Innovativeness (IN) dimension on Creating Shared Value (CRSV). | Accept |
| H2d | There is a positive and significant influence of Risk Management (RM) dimension on Creating Shared Value (CRSV). | Reject |
| H6e | There is a positive and significant influence of Resource Leveraging (RL) dimension on Creating Shared Value (CRSV). | Accept |

| | | |
|------------|---|--------|
| H2f | There is a positive and significant influence of Customer Intensity (CI) dimension on Creating Shared Value (CRSV). | Accept |
|------------|---|--------|

Source: prepared by the researcher

6. Conclusion and recommendations

In conclusion, this article has explored the relationship between these two concepts and highlighted the potential impact that entrepreneurial marketing can have on creating shared value. The importance of entrepreneurial marketing in creating shared value cannot be overstated, and businesses that embrace these concepts are likely to see positive outcomes for both their bottom line and their stakeholders. Through a review of literature on entrepreneurial marketing and creating shared value, it became clear that both concepts are closely related and can have a positive impact on businesses and society as a whole. Entrepreneurial marketing can help food and drinking factories in KRI with limited resources to create value for their customers through creative and basic approaches, while creating shared value emphasizes the creation of economic value in a way that also benefits society and the environment.

Based on the findings of this article, it is recommended food and drinking factories incorporate creating shared value into their marketing strategies. By doing so, they can not only create value for their customers but also make a positive impact on society and the environment. In order to effectively implement creating shared value, the factories should focus on identifying and addressing social and environmental issues that are relevant to their customers and the communities they serve. They should also collaborate with stakeholders such as government agencies to develop solutions that benefit all parties involved.

Furthermore, Kurdistan government and business associations can play a role in promoting entrepreneurial marketing and creating shared value. They can provide support and resources to the factories to help them develop effective marketing strategies that create shared value. They can also advocate for policies that incentivize businesses to create shared value and provide recognition to those that do.

In conclusion, entrepreneurial marketing and creating shared value are two concepts that can have a positive impact on businesses and society. By incorporating creating shared value into their marketing strategies, the factories can create value for their customers while also contributing to the greater good. Government and business associations can support these efforts by providing resources and advocating for policies that incentivize the creation of shared value.

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