



Entrepreneurial strategy-making, corporate entrepreneurship preparedness and entrepreneurial sales actions: Improving B2B sales performance

John Edwards^{a,*}, Morgan P. Miles^b, Steven D'Alessandro^c, Mark Frost^d

^a Macquarie Business School Macquarie University, Australia

^b School of Agriculture and Food Sciences University of Queensland, Australia

^c Professor of Marketing, School of Business and Law, Edith Cowan University, Perth, Western Australia, Australia

^d Department of Management and Marketing Charles Sturt University, Australia

ARTICLE INFO

Keywords:

Sales performance
Business-to-business
Entrepreneurial strategy-making
Organization preparedness for corporate entrepreneurship
Creative selling
Sales innovativeness

ABSTRACT

This study addresses the interrelationships between strategy-making, organizational preparedness for corporate entrepreneurship (OPCE), selling actions, and the performance of the organization's business-to-business (B2B) salespeople. A survey of B2B salespeople suggests that entrepreneurial strategy-making is positively associated with OPCE, an organization's entrepreneurial sales actions (i.e., creative selling and sales innovativeness), and, ultimately, its sales performance. This research contributes to the nexus of entrepreneurship and sales literature by highlighting the relationships between entrepreneurial strategy-making, OPCE, creative and sales action innovativeness, and B2B sales performance.

1. Introduction

Morris et al.'s (1990) early work at the nexus of entrepreneurship and selling suggests that entrepreneurship could enhance business-to-business (B2B) salesforce performance. However, research on entrepreneurship and B2B sales has remained relatively limited (Matthews et al., 2018). Our study addresses this gap by studying the efficacy of entrepreneurial selling actions in improving sales performance.

We examine three antecedents of B2B sales performance improvement: (1) the firm's approach to strategy-making; (2) the firm's preparedness to enact corporate entrepreneurship (CE); and (3) the extent of entrepreneurial selling initiatives by B2B salespeople, such as creative and innovative selling approaches. A firm's approach to strategy-making varies from simplistic strategy-making (SSM) (Lumpkin & Dess, 2006) to opportunity-focused entrepreneurial strategy-making (ESM). While CE can enhance performance through the entrepreneurial actions of its staff, it also can be constrained by inadequate corporate preparation to support employee-driven innovative initiatives or organizational preparedness for CE (OPCE) (Hornsby et al., 2013; Kuratko et al., 2021). We contend that a corporation's level of OPCE impacts the efficacy of two entrepreneurial sales initiatives (1) creative selling (Miao & Wang, 2016) and (2) sales innovation (Ferdinand & Wahyuningsih, 2018). This study found that corporate ESM tends to foster a higher level of OPCE; a

higher level of OPCE is linked with higher levels of time discretion, corporate support, and organizational rewards, enabling performance-enhancing entrepreneurial sales actions.

2. Theoretical Framework

2.1. Strategy-Making

The study is grounded on Leigh et al.'s (2011) application of the RBV to the relationship between strategy and personal selling. Leigh et al. (2011, p. 492) note that an effective strategy:

"establishes a role for creativity and entrepreneurship, and other managerial organizing skills and competences, in driving sustainable competitive advantage and firm results... the mere possession of resources, such as a large sales force, does not provide much competitive advantage; rather, it is the business processes and systems (e.g., customer solution design or customer relationship management routines) that are employed to convert these assets into saleable products and services that matter."

Entrepreneurial strategy requires that senior management support the staff financially and organizationally grounded on Barney's (1991) resource-based view (RBV) to develop innovative, risk-accepting, and

* Corresponding author.

E-mail addresses: john.edwards@mq.edu.au (J. Edwards), morgan.miles@uq.edu.au (M.P. Miles), mfrost@csu.edu.au (M. Frost).

<https://doi.org/10.1016/j.jbusres.2022.113586>

Received 20 June 2022; Received in revised form 19 December 2022; Accepted 21 December 2022

Available online 26 December 2022

0148-2963/Crown Copyright © 2022 Published by Elsevier Inc. All rights reserved.

proactive initiatives, such as entrepreneurial selling (Verreyne, 2006). Therefore, the critical aspect of ESM is that top management provides the direction, scope, and resources to enable employees to undertake innovative and creative actions (Dess et al., 1997); and as Leigh et al. (2011) suggests, these entrepreneurial initiatives are resources to increase sales performance.

Dess et al. (1997) argued that ESM is viable regardless of the organization's participation, adaptability, and simplicity in emergent strategy formulation. These authors defined ESM as "opportunity seeking, risk-taking and decisive action catalyzed by a strong leader" (p. 679). The simplistic strategy relies on well-established methods, conventional solutions, routines, and values (Dess et al., 1997); and is a "top-down" method to ensure that behavior at all operational levels is consistent with top management's intentions (Lumpkin & Dess, 1995).

2.2. Organizational preparedness for corporate entrepreneurship (OPCE)

Hornsby et al. (2013) refined the 18-item OPCE scale from earlier work by Kuratko et al. (1990) and Hornsby et al. (2002). Hornsby et al.'s (2013) parsimonious scale measures: (1) work discretion, (2) time availability, (3) management support, and (4) rewards and reinforcements.

3. Work discretion

Work discretion refers to the degree to which employees believe management tolerates experimentation and failure and a lack of increased oversight while delegating power and responsibility to lower and middle management levels (Kuratko et al., 2014). Additionally, it has been discovered that entrepreneurial opportunities are frequently best recognized by individuals who have flexibility in how they perform their work and who are encouraged to experiment (Kuratko et al., 2021). Staff from organizations supportive of staff-developed entrepreneurial initiatives were more likely to generate innovations (Luthans et al., 2008). Likewise, Hornsby et al. (2009) found that work discretion was correlated with the number of ideas implemented. Using Hornsby et al.'s (2013) scale, work discretion was found to be the most critical factor in promoting entrepreneurial activity (Kim & Park, 2020).

ESM may positively influence work discretion as one of the core constructs of OPCE. Work autonomy has been linked to innovative work practices, personal initiative, idea generation, and problem-solving (Lumpkin et al., 2009). Entrepreneurial opportunities are recognized more frequently by staff with more work discretion (Kuratko et al., 2014). Salespeople enjoy a high degree of job autonomy and, generally, must be proactive and take calculated risks to succeed (De Jong et al., 2011).

SSM approaches are more frequently associated with formalization and sophisticated control systems, resulting in less discretion (Lumpkin & Dess, 2006). In addition, SSM is positively connected with a "top-down" approach, whereas "bottom-up" ESM is reinforced through work discretion (Hornsby et al., 2009). Based on these lines of reasoning, the following hypotheses are proposed:

H1a. A positive relationship exists between ESM and work discretion.

H2a. A positive relationship exists between SSM and work discretion, but not as strong as ESM.

3.1. Time availability

When slack time is available, employees are motivated to pursue entrepreneurial efforts and actions (Suvonova et al., 2019). Therefore, organizations must make unstructured and free time available to employees who wish to engage in opportunities for idea generation, innovation, and entrepreneurial activities (Kuratko et al., 2014).

ESM may have a beneficial effect on time availability, one of OPCE's core constructs. Time availability entails allocating additional time for

employees and groups to work on innovative projects (Suvonova et al., 2019), enabling staff to devote time to developing innovative projects, products, and services that align with the organization's goals (Kuratko et al., 2021). Additionally, time availability is most conducive to innovation performance when there is minimal process formality (Goodale et al., 2011).

With the SSM top-down approach, management determines time availability for entrepreneurial projects. Schedules, routines, formal processes, and controls characterize a simplistic decision-making approach rather than an entrepreneurial mode. Thus, the following hypotheses are proposed:

H1b. A positive relationship exists between ESM and time availability.

H2b. A positive relationship exists between SSM and time availability, but not as strong as ESM.

3.2. Management support

Senior management is critical in fostering CE activities, as they serve as a facilitator for demonstrating entrepreneurial behavior within the organization (Urbano et al., 2022). While a "top-down" corporate entrepreneurial strategy can be initiated by top management to promote entrepreneurial ventures and behaviors, "top management cannot dictate it" (Kuratko, 2009, p. 423). Staff in a firm's middle and lower positions significantly impact entrepreneurial and tactical processes (Hornsby et al., 2009). Management support is how lower to middle managers perceive that management supports entrepreneurial behaviors and actions (Kim & Park, 2020). From this viewpoint, senior executives need to identify critical organizational factors and cultivate an environment conducive to innovation and new initiatives at the lower and middle management levels (Kuratko et al., 2021).

Management support to a salesperson refers to the extent to which their sales manager assists them with sales-related tasks and provides direction and assistance with complex issues (Plouffe et al., 2010). For example, support by sales managers to staff assists salespeople in dealing with complicated customer requests, which is critical for salespeople to achieve their financial sales performance outcomes (Sujan, 1999). In contrast, organizations that use a SSM top-down approach, determine strategy and the actions for lower to middle levels of management to follow (Kuratko et al., 2014). Thus, the following hypotheses are proposed:

H1c. A positive relationship exists between ESM and management support.

H2c. There is a positive relationship between SSM and management support, but not as strong as ESM.

4. Rewards and reinforcements

Rewards and reinforcements incentivize difficult work and recognize significant accomplishments and performance (Kim & Park, 2020; Kuratko et al., 2021). It has been demonstrated that reward systems that support innovation and risk-taking significantly impact individuals' decisions to act entrepreneurially (Ireland et al., 2009). Additionally, incentive and resource availability are significant predictors of innovative behavior (Kuratko, 2017). Rewards and reinforcements also help employees feel recognized and appreciated for their efforts, which ultimately contributes to increased employee responsibility and performance (Kuratko et al., 2021).

ESM may benefit from rewards/reinforcements, one of the OPCE's core constructs (Hornsby et al., 2013). A reward system incentivizes employees to take calculated risks, innovate, and act entrepreneurially (Kim & Park, 2020). Moreover, since rewards and resource availability are critical determinants of staff entrepreneurial behavior, they may be more relevant to ESM (Kuratko et al., 2021). Thus, the following hypotheses are proposed:

H1d. A positive relationship exists between ESM and rewards/

reinforcements.

H2d. There is a positive relationship between SSM and management support, but not as strong as ESM.

4.1. Entrepreneurial sales actions

Key entrepreneurial actions and activities typically employed by salespeople in a business environment include creative selling (Wang & Netemeyer, 2004) and sales innovativeness (Matsuo, 2009). The term “creative selling” relates to the salesperson’s ability to identify problems and develop creative customer-satisfying solutions (Groza et al., 2016).

Salespeople’s subjective perceptions of the organization and the CE climate within the sales department are critical in their creative inter-relationship exchanges (Runco, 2014). A salesperson is considered creative when they generate and evaluate new solutions to existing problems, approach problem-solving differently, and take the initiative to resolve existing difficulties, enhancing sales performance (Miao & Wang, 2016). If the organization values innovation, salespeople will likely generate novel ideas consistent with the organizational expectations and reward systems (Wang & Maio, 2015). Without organizational support, salespeople view creative selling as too risky and thus outside of acceptable sales practices (Wang & Maio, 2015). Additionally, a recent study discovered that a firm’s willingness to customize solutions and a department’s proclivity for innovation provided a foundation for salesforce creativity and action (Locander et al., 2018).

Innovativeness in sales refers to the adaptability and willingness to try new problem-solving techniques (Ferdinand & Wahyuningsih, 2018). Sales innovation may manifest itself by introducing new products or services or changes to sales processes through technology (Matsuo, 2009). Additionally, innovation is associated with firms’ financial growth and performance (Dess & Lumpkin, 2005).

Innovation is a significant element in salespeople’s performance, as technical and complex products may require novel selling approaches (Evans et al., 2007). In a B2B working environment, innovativeness in sales reflects salespeople’s perceptions of their organization’s adaptability and willingness to consider novel problem–solution approaches (Locander et al., 2018). Occasionally, salespeople may need to test new approaches for acquiring new clients and retaining existing clients, as competitiveness is typically intense in a B2B environment (Evans et al., 2007). Additionally, sales departments are more innovative when salespeople are evaluated on their behavior and actions rather than their outcomes (Matsuo, 2009).

Work discretion may benefit creative selling. Individual creativity is critical in the relationship between innovation and organizational performance (Puccio & Cabra, 2010). Innovative ideas that originate independently (i.e., not from senior management or centralized policy areas) will be viewed positively by salespeople and increase sales performance (Wang & Miao, 2015). However, salespeople must be given significant latitude by their employers to employ creative selling techniques (Wang & Netemeyer, 2004).

Work discretion may have a beneficial effect on sales innovativeness. Entrepreneurial opportunities are frequently best recognized by employees with discretionary authority who are encouraged to experiment (Kuratko et al., 2021). In addition, salespeople have a great deal of job autonomy and, generally, must be proactive and take calculated risks to succeed (De Jong et al., 2011). Based on these lines of reasoning, the following hypotheses are proposed:

H3a. A positive relationship exists between work discretion and creative selling.

H3b. A positive relationship exists between work discretion and sales innovativeness.

Time availability may also have a positive influence on sales innovativeness. If more time is provided, this may increase the drive salespeople can devote to non-routine tasks, such as developing innovative, creative selling behaviors and actions (Ireland et al., 2006). In addition, managers’ time availability is essential for generating entrepreneurial

actions (Kuratko et al., 2021). For example, the accessibility of unstructured or unscheduled time may require salespeople to consider novel sales solutions that their regular work schedules may preclude (Kuratko et al., 2014). Thus, the following hypotheses are proposed:

H4a. A positive relationship exists between time availability and creative selling.

H4b. A positive relationship exists between time availability and sales innovativeness.

Management support may have a beneficial effect on creative selling. Support from management has been shown to correlate positively with an organization’s entrepreneurial actions (Morris et al., 2011). In addition, management support has positively encouraged creativity among staff members (Martins & Terblanche, 2003). Support from management may also have a positive effect on sales innovativeness. Management support positively affects a firm’s innovative outcomes (Kuratko et al., 2014). From a salesperson’s perspective, having support from their sales manager may help generate innovative selling approaches (Miao & Wang, 2016). Thus, the following hypotheses are proposed:

H5a. A positive relationship exists between management support and creative selling.

H5b. A positive relationship exists between management support and sales innovativeness.

The presence of rewards/reinforcements may positively influence creative selling actions. Rewards that induce risk-taking and creative selling actions positively affect employees’ behaviors, resulting in them acting in an entrepreneurial manner (Kuratko et al., 2021). Additionally, rewards positively correlate with the number of implemented ideas (Hornsby et al., 2009). Incentives/reinforcements may also positively affect innovative sales actions. For example, for mid-level staff, such as salespeople, rewards and resource availability shape innovative behavior (Kuratko et al., 2021). Thus, the following hypotheses are proposed:

H6a. A positive relationship exists between rewards/reinforcements and creative selling.

H6b. A positive relationship exists between rewards/reinforcements and sales innovativeness.

4.2. Sales performance

Sales performance is the goal of any business through either top-level revenue or bottom-line profit (Evans et al., 2012). Therefore, salesforce performance has been widely recognized as a critical area of research and is vital to nearly every business’s success (Verbeke et al., 2011).

Numerous sales performance measurement scales have been developed to evaluate the performance of salespeople (Jones et al., 2007). Variables such as the underlying role, motivation, competence, and ability, individual characteristics, organizational elements, internal and external environments, skill levels, salesperson behaviors, sales technology, personality, inter-organizational relationships, attitude, and knowledge all affect sales performance (Evans et al., 2012). Individual B2B sales performance also measures the quantitative outcomes of the sales process (e.g., revenue, customers’ profitability) (Wang & Miao, 2015).

Creative selling can improve a salesperson’s performance and customer problem-solving ability (Wang & Miao, 2015). Thus, creative selling may have a beneficial effect on individual B2B sales performance. In addition, creative selling can also positively affect behavioral and outcome performance (Locander et al., 2018). Thus, the following is proposed:

H7. A positive relationship exists between creative selling and individual B2B sales performance.

The second component of entrepreneurial sales actions is sales innovativeness, which may positively influence individual sales performance. For example, Matsuo (2009) discovered that sales innovativeness positively impacts performance. Additionally, studies have

discovered a positive correlation between innovation and sales performance (Miao & Wang, 2016). Thus, the following is proposed:

H8. A positive relationship exists between sales innovativeness and individual B2B sales performance.

These conceptualized relationships between the constructs in this study are depicted in Fig. 1.

5. Research methods

5.1. Sample

The study concerns individual B2B sales performance. Salespeople in an organization are usually easy to identify as they typically have a well-defined structural unit. Thus, the individual salesperson was designated as the unit of analysis.

The study's target population is B2B salespeople. The study includes participants working in financial service/insurance, consumer goods/retail industry, communications/IT, health care/medical, professional services, industrial, telecommunications, advertising, and property/real estate. All participants have at least three years of sales experience in critical sales roles. The demographic profile is consistent with previous marketing literature (Bolander et al., 2015).

Health concerns due to COVID-19 pandemic restrictions motivated the use of an online survey. The online survey was emailed to 302 participants in 48 organizations in Australia, highlighting the wide dispersion of firms used in this study. Data were collected between July 2020 and October 2020. Two hundred fifty-two completed surveys were received, achieving a response rate of 83.4 %, which was surprisingly high but explainable due to the topic's importance and the government-imposed lockdowns.

5.2. Instruments

An online survey was used in this study to gather information about participants because of the large and widely dispersed sample and the low cost of reaching potential participants. The survey was piloted among eight academic and seven industry-based sales practitioners to

ensure the questions were understood and neutral. The constructs were measured using a five-point Likert scale within each item. Respondents were asked to choose one of five points ranging from 1 – “totally disagree” to 5 – “totally agree” for each item.

5.3. Measured items

The entrepreneurial and SSM measurement scale was constructed from the research conducted by Dess et al. (1997). Thus, six items measuring strategy-making (entrepreneurial – 3 and simplistic – 3) were analyzed in this study. In addition, one item from the ESM scale and two from the SSM scale were removed from the data analysis, as their factor loadings were <0.50.

Hornsby et al. (2013) developed the OPCE instrument, which is an 18-item scale that assesses four factors: (1) work discretion (5 items); (2) time availability (5 items); (3) management support (5 items); and (4) rewards and reinforcement (3 items). These items measuring OPCE were used in this study.

This study also used Wang and Netemeyer's (2004) seven-item scale to assess the creative performance of B2B salespeople. In addition, Matsuo (2009) developed a six-item scale to measure a salesperson's sales innovativeness; that scale is applied in this study.

Individual B2B sales performance was considered a dependent variable in this study. This variable was tested as a reflective (perceptual) measure, distinct from an objective (actual) measure. Strong evidence supports the use of self-evaluations in evaluating a salesperson's performance (Gonzalez et al., 2014). Therefore, the seven-item scale for individual sales performance developed by Jones et al. (2007) was adopted in this study.

5.4. Statistical analysis

The hypotheses were tested and analyzed using PLS-SEM based on the construct verification above. PLS-SEM is geared towards predictive analysis (Hair et al., 2019). The primary goal of PLS-SEM is to maximize the variance explained (R^2) for all dependent variables (Hair et al., 2019). Therefore, the predictive orientation is appropriate for achieving

The Conceptual Model

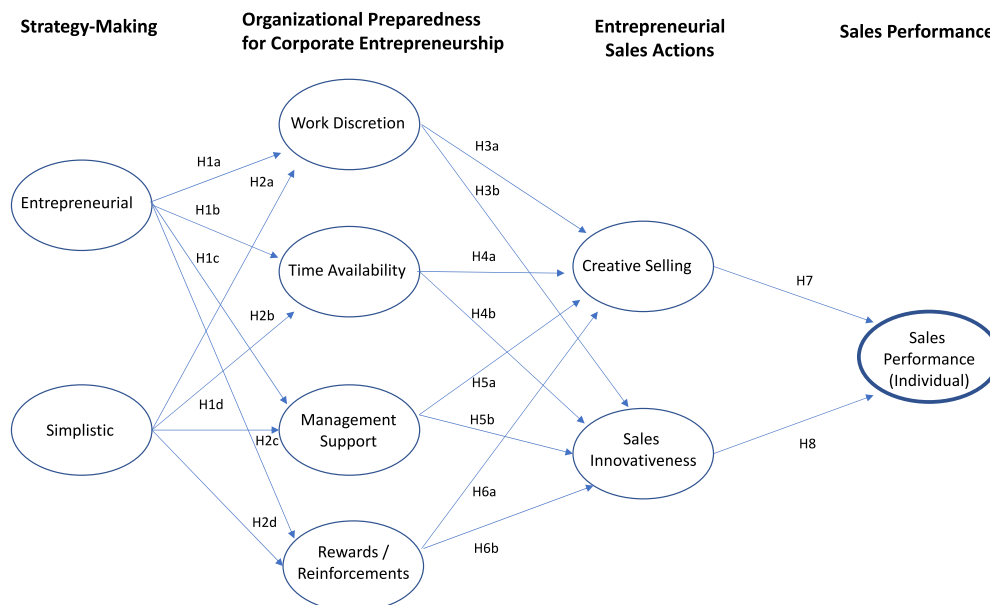


Fig. 1. The Conceptual Model.

the study's objectives. Furthermore, with PLS-SEM, a sample size of 200 respondents is sufficient to validate the model (Hair et al., 2019). Thus, this study's sample size of 252 participants satisfies this requirement.

6. Results

6.1. Construct reliability and validity

The organizational consistency demonstrates the reliability of a construct among items measuring it (Hair et al., 2019). Cronbach's alpha (CA) and composite reliability (CR) are two popular measures for determining this consistency (Hair et al., 2019). Table 1 records the reliability of the extracted constructs. This table indicates that the reliability of all measures in this study is greater than 0.70, as determined by CA scores and CR (Fornell & Larcker, 1981). Additionally, the table includes composite reliability (CR) and average variance extracted (AVE) values for the construct of interest. The data in this table confirms the reliability of all the measures used in the study.

Construct validity was indicated by the average variance extracted (AVE), which exceeded the cut-off of 0.5 (see Table 2). Discriminant validity was supported as the square root of a construct's AVE was greater than its correlations with other constructs (Fornell & Larcker, 1981). These tests suggest that the measures were psychometrically sound.

Finally, this model's Goodness of Fit (GOF) indices were 0.427, indicating that the study's quantitative data fitted the measurement model well (Hair et al., 2019). In addition, the variables were tested for collinearity. Each factor had a variance inflation factor (VIF) ranging from 1.32 (entrepreneurial strategy-making) to 3.26 (management support), with an average VIF of 2.33. These results fall within the recommended acceptable range of 3.0 or less to account for multicollinearity (Hair et al., 2019).

6.2. Hypotheses testing results

As shown in Table 3, there was support for H1a; ESM positively influences work discretion ($\beta = 0.34$, $p < 0.001$). H2a results show that the direct path from SSM and work discretion was positive but insignificant ($\beta = 0.12$, <0.05 , n.s.). ESM positively influences time availability ($\beta = 0.29$, $p < 0.001$), thus supporting H1b. H2b results indicate a negative relationship between simplistic strategy-making and time availability ($\beta = -0.10$, n.s.). ESM positively and strongly influences management support ($\beta = 0.76$, $p < 0.001$), thus supporting H1c. H2c findings show that the direct path from SSM and management support was positive but insignificant ($\beta = 0.11$, $p < 0.05$). Finally, ESM positively influences rewards/reinforcements ($\beta = 0.26$, $p < 0.001$), thus supporting H1d. However, H2d findings indicate a positive but weak relationship between simplistic strategy formulation and rewards/reinforcements ($\beta = 0.17$, $p < 0.01$).

H3a results show a positive relationship between work discretion and creative selling ($\beta = 0.11$, $p < 0.05$). However, with H3b, support was not found between work discretion and sales innovativeness ($\beta = 0.01$, n.s.). Also, support was not found for H4a nor H4b, the relationship between time availability and creative selling ($\beta = 0.08$, n.s.), and time availability and sales innovativeness ($\beta = 0.07$, n.s.).

The H5a results show a significant positive relationship between management support and creative selling ($\beta = 0.32$, $p < 0.001$). Also, in H5b, the relationship between management support and sales innovativeness is high and significant ($\beta = 0.66$, $p < 0.001$). Finally, H6a, the results show rewards/reinforcements has a significant negative effect on creative selling ($\beta = -0.1$, $p < 0.05$). However, H6b, rewards/reinforcements have a positive and significant influence on sales innovativeness ($\beta = 0.18$, $p < 0.001$).

The H7 results show a significant positive relationship between creative selling and individual sales performance ($\beta = 0.42$, $p < 0.001$). Likewise, H8 produces a positive relationship between sales

Table 1
Construct Reliability.

Variables	Measurement Statistics		
	Scale and items: weights (w) and loadings (L) of latent constructs	Std. Factor Loading	Weight Mean (SD)
Strategy-Making			
Entrepreneurial (3 items, Cronbach $\alpha = 0.81$; CR = 0.89; AVE = 0.73).			
Most people in this organization are willing to take risks.	0.74	0.39	3.02 (1.16)
People in this organization are very dynamic and entrepreneurial.	0.80	0.41	3.16 (1.12)
People are encouraged to experiment in this organization so as to identify new, more innovative approaches or products.	0.69	0.38	3.32 (1.28)
Simplistic (3 items, Cronbach $\alpha = 0.65$, CR = 0.81; AVE = 0.58).			
There is a clear blueprint for this organization, as strategy that was set some time ago and has changed very little.	0.66	0.38	2.92 (1.25)
There is a clear and consistent set of values in this organization that governs the way we do business.	0.79	0.45	4.16 (1.06)
This organization has a characteristic management style, and a common set of management practices.	0.84	0.48	3.64 (1.05)
Work Discretion (5 items, Cronbach $\alpha = 0.81$, CR = 0.89; AVE = 0.72).I have the freedom to decide what I do in my job.			
It is basically my own responsibility to decide how my job gets done.	0.81	0.20	3.06 (1.24)
I have much autonomy in my job and am left on my own to do my own work.	0.82		2.75 (1.21)
I feel that I am my own boss and do not have to double check all of my decisions with someone else.	0.67		
I seldom have to follow the same work methods or steps for doing my major tasks from day-to-day.	0.51	0.34	2.74 (1.14)
I have just the right amount of time and workload to do everything well.	0.78	0.28	2.28 (1.02)
I always seem to have plenty of time to get everything done.		0.33	2.31 (1.01)
I feel that I am always working with time constraints on my job. (R)	0.85		2.88 (1.05)
My co-workers and I always find time for long-term problem-solving	0.80	0.28	2.47 (1.13)
During the past three months, my workload kept me from spending time on developing new ideas. (R)	0.76		
Time Availability (5 items, Cronbach $\alpha = 0.77$; CR = 0.85; AVE = 0.60).			
I have just the right amount of time and workload to do everything well.	0.82	0.27	3.28 (1.18)
I always seem to have plenty of time to get everything done.	0.68	0.25	2.82 (1.22)
I feel that I am always working with time constraints on my job. (R)		0.28	2.36 (1.21)
My co-workers and I always find time for long-term problem-solving			3.43 (1.13)
During the past three months, my workload kept me from spending time on developing new ideas. (R)			2.59 (1.21)
Management Support (5 items, Cronbach $\alpha = 0.83$; CR = 0.88; AVE = 0.60).			
People are often encouraged to take calculated risks with new ideas around here.			
This organization supports many small and experimental projects realizing that some will undoubtedly fail.			
Senior managers encourage innovators to bend rules and rigid procedures in order to keep promising ideas on track.			
Those employees who come up with innovative ideas on their own often receive management encouragement for their activities.			
Money is often available to get new projects off the ground.			

(continued on next page)

Table 1 (continued)

Variables	Measurement Statistics		
	Std. Factor Loading	Weight	Mean (SD)
Rewards / Reinforcements (3 items, Cronbach α = 0.76; CR = 0.86; AVE = 0.68).			
My supervisor will give me special recognition if my work performance is especially good.	0.89	0.44	3.77 (1.24)
My manager would tell his/her boss if my work was outstanding.	0.90	0.44	3.94 (1.04)
The rewards I receive are dependent upon my work on the job.	0.66	0.32	3.73 (1.06)
Creative Selling (7 items, Cronbach α = 0.82; CR = 0.87; AVE = 0.59).			
I make business development / sales presentations in innovative ways.	0.54	0.24	3.46 (1.00)
I carry out sales tasks in ways that are resourceful.	0.69	0.24	3.87 (0.84)
I always come up with new ideas for satisfying customer needs.	0.83	0.28	3.80 (0.85)
I'm always generating and evaluating multiple alternatives for novel customer problems.	0.76	0.26	3.81 (0.91)
I develop fresh perspectives on old problems.	0.81	0.28	3.75 (0.91)
I improvise the methods for solving a problem when an answer is not apparent.	0.70	0.24	3.82 (0.83)
I'm always generating creative selling ideas.	0.79	0.27	3.87 (0.81)
Sales Innovativeness (6 items, Cronbach α = 0.91; CR = 0.92; AVE = 0.71).			
Our ability to function creatively is respected by the leadership team.	0.77	0.22	3.47 (0.99)
Creativity is respected here.	0.89	0.25	3.54 (0.96)
Around here, people are allowed to try to solve the same problems in different ways.	0.85	0.24	3.50 (1.10)
This organization can be described as flexible and continually adapting to change.	0.81	0.30	3.49 (1.06)
This organization is open and responsive to change.			3.38 (1.24)
The reward system here encourages innovation.			3.38 (1.20)
Sales Performance (Individual) 7 items, Cronbach α = 0.89; CR = 0.92; AVE = 0.61).			
Contributing to your company's acquiring a good market share.			3.09 (1.24)
Selling high profit margin products.	0.75	0.18	3.77 (0.73)
Generating a high level of dollar sales.	0.77	0.18	3.77 (0.84)
Quickly generating sales of new company products.	0.86	0.20	3.77 (0.87)
Identifying major accounts in your territory and selling them.	0.78	0.18	3.77 (0.81)
Exceeding your sales targets.	0.81	0.19	3.77 (0.87)
Assisting your sales supervisor /manager to meet his or her goals.	0.77	0.18	3.77 (0.90)
			3.77 (0.80)

Note: SD = Standard Deviation, CR = Construct Reliability; AVE = Average Variance Extracted.

innovativeness and individual sales performance ($\beta = 0.21$, $p < 0.001$).

Indirect paths were also investigated. The indirect effect of ESM ($\beta = 0.23$, $p < 0.001$) is positive and significant on individual sales performance. Similarly, the indirect effect of ESM ($\beta = 0.57$, $p < 0.001$) is positive and significant (high level) on sales innovativeness. Likewise, the indirect effect of ESM ($\beta = 0.27$, p -value < 0.001) is positive and significant on creative selling. The indirect effect of management

support is positive and significant to individual sales performance ($\beta = 0.27$, $p < 0.001$). All other results were found to be not significant.

Overall, the model is very good at predicting management support ($R^2 = 0.65$) and sales innovativeness ($R^2 = 0.61$); reasonably good at predicting individual sales performance ($R^2 = 0.30$), and reasonable at predicting rewards/reinforcements ($R^2 = 0.18$), work discretion ($R^2 = 0.16$), and creative selling ($R^2 = 0.16$). The model results were poor in predicting time availability ($R^2 = 0.08$).

7. Discussion

Hart (1991, 1992) and Dess et al. (1997) recognized the importance and significance of ESM and SSM for firm performance. This study continues that tradition but expands on Dess et al. (1997) to consider sales performance at the salesperson's level. In addition, Dess et al. (1997) asserted that ESM is characterized by innovation, experimentation, risk-taking, and dynamism, which supports the findings of this study.

Overall, ESM was positive and meaningful for all four OPCE factors. In comparison, the results of SSM along the OPCE path were (significantly) less than those of entrepreneurial strategy-making. Thus, the study demonstrates that ESM is a more favorable and significant predictor of work discretion, time availability, management support, and rewards/reinforcements than simplistic strategy-making. The findings suggest that firms must provide these four OPCE elements to foster an internal climate of CE. These findings supported H1a, H2a, H1b, H2b, H1c, H2c, H1d, and H2d. The results significantly contribute to this research because this relationship has never been tested.

This study's findings suggest a positive and significant relationship between ESM and OPCE that resulted in entrepreneurial sales actions and higher individual B2B sales performance. This implies that CE sales activities are contingent on a firm's management enacting the four factors of the OPCE. For such actions to occur, ESM has been identified in this study as a reliable and significant determinant of creating an internal entrepreneurial climate among B2B salespeople.

The findings of this study indicate that management support is the most significant, positive, and statistically significant OPCE predictor of sales innovativeness and creative selling among B2B salespeople (H3–H6). This result is consistent with those of Dess et al. (1997). Furthermore, preliminary empirical evidence indicates that management support affects firm-level performance (Hornsby et al., 2013). Work discretion also positively affects creative selling actions, implying that providing work discretion practices to B2B salespeople increases creative selling actions. Additionally, rewards/reinforcements have a positive effect on sales innovativeness. While the extent to which OPCE influences sales innovativeness and creative selling actions cannot be compared to previous research, the potential effects of OPCE factors on individual actions and performance are consistent with previous research on CE and firm-level outcomes (Hornsby et al., 2013).

In general, the findings suggest that B2B salespeople believe entrepreneurial sales actions (i.e., creative selling and sales innovativeness) will lead to better, if not superior individual sales performance. These findings concur with the Wang and Miao (2015) studies showing that creative selling positively influences performance. Also, these results are consistent with past studies on sales innovativeness (Matsuo, 2009) and innovation (Plouffe et al., 2016). In addition, however, these findings support previous studies' findings that entrepreneurial actions can lead to positive outcomes at a firm level (Sproul et al., 2019). Therefore, senior management support for B2B salespeople to develop and act on entrepreneurial sales actions should be explicitly shown and encouraged.

In investigating the possible indirect relationship between entrepreneurial and simplistic approaches to strategy-making and B2B sales performance, the study provides a strong case for ESM associated with individual B2B sales performance. The findings suggest that the ESM approach correlates the highest with individual sales performance

Table 2
Construct Validity.

Construct	AVE	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Entrepreneurial SM (1)	0.73	0.86	0.38	0.80	0.37	0.31	0.33	0.63	0.31	0.14
Simplistic SM (2)	0.58	0.38	0.76	0.39	0.22	0.10	0.33	0.37	0.25	0.12
Management Support (3)	0.60	0.80	0.39	0.78	0.59	0.44	0.36	0.75	0.42	0.30
Work Discretion (4)	0.72	0.37	0.22	0.59	0.85	0.25	0.34	0.47	0.25	0.24
Time Availability (5)	0.60	0.31	0.10	0.44	0.25	0.77	0.22	0.40	0.22	0.14
Rewards / Reinforcements (6)	0.68	0.33	0.33	0.36	0.34	0.22	0.82	0.41	0.06	0.13
Sales Innovativeness (7)	0.71	0.63	0.37	0.75	0.47	0.40	0.41	0.84	0.46	0.36
Creative Selling (8)	0.59	0.31	0.25	0.42	0.25	0.22	0.06	0.46	0.76	0.49
Sales Performance (9)	0.61	0.14	0.12	0.30	0.24	0.14	0.13	0.36	0.49	0.78

Note: On the diagonal of the correlation matrix, the square roots of the average variances extracted (AVE) for each construct appear in bold. SM = Strategy-Making.

Table 3
Summary of the PLS-SEM path results.

Direct Paths Hypothesis. Path	Standardized Beta
H1a. Entrepreneurial SM → Work Discretion	0.34***
H1b. Entrepreneurial SM → Time Availability	0.29***
H1c. Entrepreneurial SM → Management Support	0.76***
H1d. Entrepreneurial SM → Rewards / Reinforcements	0.26***
H2a. Simplistic SM → Work Discretion	0.12*
H2b. Simplistic SM → Time Availability	−0.10n.s.
H2c. Simplistic SM → Management Support	0.11*
H2d. Simplistic SM → Rewards / Reinforcements	0.17**
H3a. Work Discretion → Creative Selling	0.11*
H3b. Work Discretion → Sales Innovativeness	0.01n.s.
H4a. Time Availability → Creative Selling	0.08n.s.
H4b. Time Availability → Sales Innovativeness	0.07n.s.
H5a. Management Support → Creative Selling	0.32***
H5b. Management Support → Sales Innovativeness	0.66***
H6a. Rewards / Reinforcements → Creative Selling	−0.10*
H6b. Rewards / Reinforcements → Sales Innovativeness	0.18**
H7. Creative Selling → Sales Performance	0.42**
H8. Sales Innovativeness → Sales Performance	0.21**
Indirect Paths	
Entrepreneurial SM → OPCE → ESA → Sales Performance	0.23***
Simplistic SM → OPCE → ESA → Sales Performance	0.03n.s.
Entrepreneurial SM → OPCE → Sales Innovativeness	0.57***
Entrepreneurial SM → OPCE → Creative Selling	0.27***
Simplistic SM → OPCE → Sales Innovativeness	0.11n.s.
Simplistic SM → OPCE → Creative Selling	0.01n.s.
Work Discretion → ESA → Sales Performance	0.05n.s.
Time Availability → ESA → Sales Performance	0.05n.s.
Management Support → ESA → Sales Performance	0.27***
Rewards / Reinforcements → ESA → Sales Performance	−0.01n.s.
Work Discretion: $R^2 = 0.16$, Time Availability: $R^2 = 0.08$: Management Support: $R^2 = 0.65$, Rewards / Reinforcements: $R^2 = 0.18$: Creative Selling: $R^2 = 0.16$, Sales Innovativeness: $R^2 = 0.61$: Sales Performance: $R^2 = 0.30$.	

Notes: * = $p < 0.005$, ** = $p < 0.01$, *** = $p < 0.001$, n.s. = not significant; SM = Strategy-Making; OPCE = Organizational Preparedness for Corporate Entrepreneurship; ESA = Entrepreneurial Sales Actions (i.e., Creative Selling and Sales Innovativeness).

compared to simplistic strategy-making. This result is consistent with Dess et al. (1997), who found that ESM is moderately related to firm performance. In addition, Miller (1993) argued that SSM harms firm performance.

A firm's strategy-making approach can thus impact the salesperson's performance, which top management needs to recognize and understand. Developing a "bottom-up" ESM approach involving lower to middle employee levels, such as the salesperson, can yield a far higher performance for the individual salesperson. Thus, this study confirms Burgelman (1983) and Kuratko et al. (2005), who posit that entrepreneurial behaviors and actions reside in organizations' middle echelons

and positively influence firm performance.

8. Conclusion

8.1. Theoretical implications

The current research suggests that ESM significantly affects performance at an individual employee level. Scholars have previously argued that ESM positively correlates with a company's financial performance (Dess et al., 1997). In addition, scholars have argued that a mix of entrepreneurial and SSM is associated with positive firm-level financial outcomes (Covin et al., 2006; Verreynne, 2006). For example, Hart (1991) reported that SSM produces more robust firm-level results than entrepreneurial strategy-making. However, findings from this study, based on individual B2B salespeople, suggest that these two strategy-making constructs have different effects on OPCE. ESM was positively and significantly associated with OPCE. Furthermore, the results for ESM were far more substantial than SSM when associated with creating an OPCE.

Alternatively, when used by an organization, positive SSM yields meager results with established CE initiatives. Importantly, ESM has a higher indirect effect on individual sales performance than simplistic strategy-making. Finally, entrepreneurial decision-making in a dynamic working environment seems to support employees such as B2B salespeople creating innovative selling strategies in an emergent, risk-accepting manner. This study discovered that ESM is indirectly and positively connected to individual sales performance and is favored by B2B salespeople.

The quantitative findings have demonstrated the importance of fostering an organizational readiness for entrepreneurial behaviors to drive and encourage staff entrepreneurial actions and initiatives. Also, the results from this empirical research indicate that management support, rewards/reinforcements, work discretion, and time availability emerge as critical OPCE factors among individual B2B salespeople. In particular, the findings suggest additional theoretical support for the studies by Hornsby et al. (2013).

Finally, past B2B sales performance studies have found relatively low to modest variances (e.g., R^2 between 10 % and 20 %) when testing various determinants and using a wide range of mediating and moderating variables (Bolander et al., 2015). As a result, B2B sales performance is a complex construct to predict. Nevertheless, this study's individual sales performance variance ($R^2 = 0.30$) suggests that entrepreneurial strategy-making, OPCE, and entrepreneurial sales actions can contribute to stronger individual sales performance.

8.2. Managerial implications

Many firms operate in highly competitive business environments to sell their respective products or services. To be more competitive, the senior management of organizations needs to consider creating and encouraging a "bottom-up" approach to decision-making for B2B salespeople to establish an internal entrepreneurship climate. In

addition, creating an entrepreneurial climate may encourage organizations to invest in entrepreneurial sales activities that build up their innovation capabilities, resulting in growing business barriers (Chesbrough & Bogers, 2014). This research will help senior management understand better the relationship between strategy-making and corporate entrepreneurship.

Additionally, establishing an OPCE to improve entrepreneurial sales actions and performance is critical for businesses operating in competitive environments. Therefore, adopting an ESM approach, fostering an entrepreneurial climate within the organization, and supporting entrepreneurial sales actions, can positively and significantly improve individual B2B sales performance.

8.3. Limitations and future research

This study emphasizes the critical importance of conducting additional research on individual sales performance determinants. However, it has several limitations that future studies could consider. First, this study's primary limitation constraining its generalizability is that the sampling frame is a non-random judgment sample in Australia conducted during a global health crisis. However, the pandemic's lockdowns provided the opportunity to obtain a much higher response rate than would have been likely under less constrained business conditions. Second, due to time constraints, a cross-sectional study design was chosen. Third, several constructs and items were introduced into the PLS-SEM path analysis to gauge the potential effects of entrepreneurial and SSM → OPCE → entrepreneurial sales actions → sales performance relationship. However, this study did not examine the potentially distorting effects of control variables such as age, gender, size, industry, or tenure on the overall path relationship.

Our findings result from a cross-sectional study, and we do not know if the OPCE factors were new or established practices. In addition, CE activities and actions require time to improve performance (Zahra, 1993). As a result, this research has not fully captured the actual effect of OPCE on individual sales performance. Future research should encourage other organizations to develop additional empirical evidence of ESM on performance practices in large corporations.

CRedit authorship contribution statement

John Edwards: Conceptualization, Writing - original draft, Writing - review & editing, Formal Analysis. **Morgan P Miles:** Conceptualization, Writing - review & editing, Supervision. **Steve D'Alessandro:** Methodology, Supervision. **Mark Frost:** Supervision.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data availability

Data will be made available on request.

References

- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Bolander, W., Satornino, C. B., Hughes, D. E., & Ferris, G. R. (2015). Social networks within sales organizations: Their development and importance for salesperson performance. *Journal of Marketing*, 79(6), 1–16.
- Burgelman, R. A. (1983). Corporate Entrepreneurship and Strategic Management: Insights from a process study. *Management Science*, 29(12), 1349–1364.
- Chesbrough, H., & Bogers, M. (2014). Explicating open innovation: Clarifying an emerging paradigm for understanding innovation. In *New Frontiers in Open Innovation* (pp. 3–28). Oxford: Oxford University Press.
- Covin, J. G., Green, K. M., & Slevin, D. P. (2006). Strategic process effects on the entrepreneurial orientation–sales growth rate relationship. *Entrepreneurship Theory and Practice*, 30(1), 57–81.
- De Jong, J., Parker, S. K., Wennekers, S., & Wu, C. (2011). Corporate entrepreneurship at the individual level: measurement and determinants. *EIM Research Reports Ref. No: H201108*, Zoetermeer.
- Dess, G. G., & Lumpkin, G. (2005). The Role of Entrepreneurial Orientation in Stimulating Effective Corporate Entrepreneurship. *Academy of Management Executive*, 19(1), 147–156.
- Dess, G. G., Lumpkin, G. T., & Covin, J. G. (1997). Entrepreneurial strategy making and firm performance: Tests of contingency and configurational models. *Strategic Management Journal*, 18(9), 677–695.
- Evans, K. R., Landry, T. D., Li, P. C., & Zou, S. (2007). How sales controls affect job-related outcomes: The role of organizational sales-related psychological preparedness perceptions. *Journal of the Academy of Marketing Science*, 35(3), 445–459.
- Evans, K. R., McFarland, R. G., Dietz, B., & Jaramillo, F. (2012). Advancing sales performance research: A focus on five under-researched topic areas. *Journal of Personal Selling & Sales Management*, 32(1), 89–105.
- Ferdinand, A. T., & Wahyuningsih, W. (2018). Salespeople's innovativeness: A driver of sales performance. *Management & Marketing*, 13(2), 966–984.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Gonzalez, G. R., Claro, D. P., & Palmatier, R. W. (2014). Synergistic effects of relationship managers' social networks on sales performance. *Journal of Marketing*, 78(1), 76–94.
- Goodale, J. C., Kuratko, D. F., Hornsby, J. S., & Covin, J. G. (2011). Operations management and corporate entrepreneurship: The moderating effect of operations control on the antecedents of corporate entrepreneurial activity in relation to innovation performance. *Journal of Operations Management*, 2(1–2), 116–127.
- Groza, M. D., Locander, D. A., & Howlett, C. H. (2016). Linking thinking styles to sales performance: The importance of creativity and subjective knowledge. *Journal of Business Research*, 69(10), 4185–4193.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Hart, S. L. (1991). Intentionality and autonomy in strategy-making process: Modes, archetypes, and firm performance. In P. Shrivastava, A. Hall, & J. Dutton (Eds.), *Advances in Strategic Management* (Vol. 7, pp. 97–127). Greenwich, CT: JAI Press.
- Hart, S. L. (1992). An integrative framework for strategy-making processes. *Academy of Management Review*, 17(2), 327–351.
- Hornsby, J. S., Kuratko, D. F., & Zahra, S. A. (2002). Middle managers' perception of the organizational environment for corporate entrepreneurship: Assessing a measurement scale. *Journal of Business Venturing*, 17(3), 49–63.
- Hornsby, J. S., Kuratko, D. F., Holt, D. T., & Wales, W. J. (2013). Assessing a measurement of organizational preparedness for corporate entrepreneurship. *Journal of Product Innovation Management*, 30(5), 937–955.
- Hornsby, J. S., Kuratko, D. F., Shepherd, D. A., & Bott, J. P. (2009). Managers' corporate entrepreneurial actions: Examining perception and position. *Journal of Business Venturing*, 24(3), 236–247.
- Ireland, R. D., Covin, J. G., & Kuratko, D. F. (2009). Conceptualizing corporate entrepreneurship strategy. *Entrepreneurship Theory Practice*, 33(1), 19–46.
- Ireland, R. D., Kuratko, D. F., & Morris, M. H. (2006). A health audit for corporate entrepreneurship: Innovation at all levels—Part I. *Journal of Business Strategy*, 27(1), 10–17.
- Jones, E., Chonko, L., Rangarajan, D., & Roberts, J. (2007). The role of overload on job attitudes, turnover intentions, and salesperson performance. *Journal of Business Research*, 60(7), 663–671.
- Kim, J. Y., & Park, M. J. (2020). Investigation of critical factors on corporate entrepreneurship: Rethinking the organization culture. *Journal of Entrepreneurship in Emerging Economies*, 13(1), 1–25.
- Kuratko, D. F. (2009). The entrepreneurial imperative of the 21st century. *Business Horizons*, 52(5), 421–428.
- Kuratko, D. F. (2017). Middle Managers: The Lynchpins in Corporate Entrepreneurship. In *Handbook of Research on Middle Management and the Strategy Process*. S. Floyd & B. Wooldridge (Eds.). Edward Elgar Publishing.
- Kuratko, D. F., Hornsby, J. S., & Covin, J. G. (2014). Diagnosing a firm's organizational environment for corporate entrepreneurship. *Business Horizons*, 57(1), 37–47.
- Kuratko, D. F., Hornsby, J. S., & McKelvie, A. (2021). Entrepreneurial mindset in corporate entrepreneurship: Forms, impediments, and actions for research. *Journal of Small Business Management*, 1–23.
- Kuratko, D. F., Montagno, R. V., & Hornsby, J. S. (1990). Developing an entrepreneurial assessment instrument for an effective corporate entrepreneurial environment. *Strategic Management Journal*, 11(Special Issue), 49–58.
- Kuratko, D. F., Ireland, R. D., Covin, J. G., & Hornsby, J. S. (2005). A model of middle-level managers' entrepreneurial behavior. *Entrepreneurship Theory and Practice*, 29(6), 699–716.
- Leigh, T. W., Cron, W. L., Baldauf, A., & Grossenbacher, S. (2011). The strategic role of the selling function. In D. W. Cravens, K. Le Meunier-FitzHugh, & N. F. Piercy (Eds.), *The Oxford Handbook of Strategic Sales and Sales Management* (pp. 490–518). Oxford University Press.
- Locander, D. A., Weinberg, F. J., & Locander, W. B. (2018). The mediating role of sales department innovation orientation on creative selling. *Journal of Managerial Issues*, 30(4), 463–1403.
- Lumpkin, G. T., & Dess, G. (1995). Simplicity as a strategy-making process: The effects of stage of organizational development and environment on performance. *Academy of Management Journal*, 38(5), 1386–1407.

- Lumpkin, G. T., & Dess, G. (2006). The effect of 'simplicity' on the strategy–performance relationship: A note. *Journal of Management Studies*, 43(7), 1583–1604.
- Lumpkin, G. T., Coglisier, C. C., & Schneider, D. R. (2009). Understanding and measuring autonomy: An entrepreneurial orientation perspective. *Entrepreneurship Theory and Practice*, 33(1), 47–69.
- Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate—employee performance relationship. *Journal of Organizational Behavior*, 29(2), 219–238.
- Matthews, R. S., Chalmers, D. M., & Fraser, S. S. (2018). The intersection of entrepreneurship and selling: An interdisciplinary review, framework, and future research agenda. *Journal of Business Venturing*, 33(6), 691–719.
- Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European Journal of Innovation Management*, 6(1), 64–74.
- Matsuo, M. (2009). The influence of sales management control on innovativeness of sales departments. *Journal of Personal Selling & Sales Management*, 29(4), 321–331.
- Miao, C. F., & Wang, G. (2016). The differential effects of functional vis-à-vis relational customer orientation on salesperson creativity. *Journal of Business Research*, 69(12), 6021–6030.
- Miller, D. (1993). The architecture of simplicity. *Academy of Management Review*, 18(1), 116–138.
- Morris, M. H., Avila, R., & Teeple, E. (1990). Sales Management as an Entrepreneurial Activity. *The Journal of Personal Selling and Sales Management*, 10(2), 1–15.
- Morris, M. H., Kuratko, D. F., & Covin, J. G. (2011). *Corporate Entrepreneurship and Innovation* (3rd edition). South-Western: Thomson Publishers.
- Plouffe, C. R., Bolander, W., Cote, J. A., & Hochstein, B. (2016). Does the customer matter most? Exploring strategic frontline employees' influence of customers, the organizational business team, and external business partners. *Journal of Marketing*, 80(1), 106–123.
- Plouffe, C. R., Sridharan, S., & Barclay, D. W. (2010). Exploratory navigation and Salesperson performance: Investigating selected antecedents and boundary conditions in high-technology and financial services contexts. *Industrial Marketing Management*, 39(4), 538–550.
- Puccio, G. J., & Cabra, J. F. (2010). Organizational Creativity: A Systems Approach. In J. C. Kaufman, & R. J. Sternberg (Eds.), *The Cambridge Handbook of Creativity* (pp. 145–173). New York: Cambridge University Press.
- Runco, M. A. (2014). *Creativity: Theories and themes: Research, Development, and Practice*. Elsevier.
- Sproul, C., Cox, K., & Ross, A. (2019). Entrepreneurial actions: Implications for firm performance. *Journal of Small Business and Enterprise Development*, 26(5), 706–725.
- Sujan, H. (1999). Optimism and street-smarts: Identifying and improving salesperson intelligence. *Journal of Personal Selling and Sales Management*, 19(3), 17–33.
- Suvonova, H., Lee, J. Y., & Park, T. (2019). Organizational preparedness for corporate entrepreneurship and psychological capital: Does the managerial level matter? *Asian Journal of Technology Innovation*, 27(3), 359–376.
- Urbano, D., Turro, A., Wright, M., & Zahra, S. (2022). Corporate entrepreneurship: A systematic literature review and future research agenda. *Small Business Economics*, 1–25.
- Verbeke, W., Dietz, B., & Verwaal, E. (2011). Drivers of sales performance: A contemporary meta-analysis. Have salespeople become knowledge brokers? *Journal of the Academy of Marketing Science*, 39(3), 407–428.
- Verreynne, M. L. (2006). Strategy-making process and firm performance in small firms. *Journal of Management & Organization*, 12(3), 209–222.
- Wang, G., & Miao, C. F. (2015). Effects of salesforce market orientation on creativity, innovation implementation, and sales performance. *Journal of Business Research*, 68(11), 2374–2382.
- Wang, G., & Netemeyer, R. G. (2004). Salesperson Creative Performance: Conceptualization, Measurement, and Nomological Validity. *Journal of Business Research*, 57(8), 805–812.
- Zahra, S. A. (1993). Environment, corporate entrepreneurship and financial performance: A taxonomic approach. *Journal of Business Venturing*, 8(4), 319–340.

Dr John Edwards is a Sessional Academic at Macquarie University. His PhD was recently confirmed at Charles Sturt University in May 2022. The PhD research topic was: "Linking Sales Performance to Entrepreneurial Strategy-Making, Corporate Entrepreneurship Preparedness and Entrepreneurial Sales Actions". He completed his Masters of Research at Macquarie University in 2015. His previous work experience included the Director of Corporate & Executive Education at Macquarie Graduate School of Management; and held senior marketing and sales roles at Westpac, Citibank, Advance Bank, Diageo, and Kellogg's.

Professor Morgan P. Miles is an Honorary Professor of the School of Agriculture and Food Sciences at the University of Queensland. Professor Morgan P. Miles is also an Adjunct Professor and was previously Professor of Entrepreneurship at Charles Stuart University. Prior to that, he was Professor of Entrepreneurship and Innovation at the University of Canterbury. Previously he had been the Tom Hendrix Chair of Excellence at the University of Tennessee- Martin, Professor of Enterprise Development at the University of Tasmania, and Professor of Marketing at Georgia Southern University. He has been a visiting scholar at Georgia Tech, Cambridge University, University of Stockholm, the University of Otago, University of Auckland, and an Erskine Fellow at the University of Canterbury. He holds a D.B.A. in Marketing from Mississippi State University, an M.S. and B.S. in Agricultural Economics from Virginia Tech and Mississippi State University respectively. Currently, he is working with the Department of Industry on entrepreneurial support program policies dealing specifically with accelerator and incubators. Prior to becoming an academic Professor Miles worked with the U.S. Small Business Administration's Small Business Development Centre programs in South Carolina, Mississippi and the U.S. Virgin Islands as a director and management consultant.

Professor Steven D'Alessandro is a Professor of Marketing at Edith Cowan University, Perth, Western Australia. He has published 114 refereed papers in leading international journals, books, and conferences. Prior to academia, Steve as a market research consultant for blue-chip companies such as Pacific-Dunlop, ANZ, Challenge Bank, BHP, Telstra, and Ford. He has published several market-leading textbooks on Market Research and Consumer Behaviour as well as an original text on Services Marketing with Oxford University Press. In 2012 he was awarded the ANZMAC Distinguished Marketing Educator of the Year Award, in recognition of his sustained excellence and innovation in marketing education. In 2017, he was part of the successful bid team and co-investigator for the Cyber Security CRC which was awarded \$140 million by industry and government.

Dr Mark Frost is a Senior Lecturer in the School of Management and Marketing at Charles Sturt University, Australia. Mark is actively engaged with CSU study partners in Sydney, Melbourne, China, and Cambodia and has also taught into the Cambodia partner program. Prior to joining CSU Mark had a sixteen year banking career with a major Australian bank. Over this time, he worked in their International Trade, Financial Markets, Corporate Banking, and Regional Agribusiness Banking areas. His experience in corporate banking saw him work with some of the largest agribusinesses in Australia, in the wheat, cotton, chicken, dairy and beef industries. His experience in financial markets involved foreign exchange, commodity futures and interest rate products and derivatives.