

**THE IDENTIFICATION OF SMALL MEDIUM ENTERPRISE
(SME) OWNER ENTREPRENEURSHIP CHARACTERISTICS
BY USING ENTREPRENEURIAL MARKETING APPROACH**

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Abstract

Economic crisis occurred in 1997 had brought continuously negative affect in economic and social aspect. This negative effect experienced by Indonesia as one of the countries in Asia region forced to survive from global economic crisis. One among many downfalls from this unfortunate event was many big scale companies had to deal with bankruptcy. Interesting fact from this event sought by researcher was the ability of small medium enterprise (SME) to survive from economic crisis compared to other big companies. Therefore, focus to small and medium size company should be put into consideration. One of the ideas to improve the performance of SME is by implementing the concept of entrepreneurial marketing. The goal of this research is to identify characters owned by entrepreneurial marketer. Five owners of SME's in food and beverage industry are used as the respondents in this research. In depth interview is used for the method in gaining the valuable information. Data analysis used consist of data exposure, grouping the information, analysis and make the conclusion.

Keywords: Entrepreneurial marketing, Character, Entrepreneur, SME

Abstrak

Krisis ekonomi di tahun 1997 memberikan dampak negatif yang berkepanjangan hampir di semua sektor ekonomidan sosial. Hal ini dialami oleh Indonesia sebagai bagian dari wilayah Asia yang ikut terkena imbas krisis ekonomi global. Efek dari krisis tersebut adalah banyaknya perusahaan berskala besar yang akhirnya harus mengalami kebangkrutan. Hal menarik yang bisa diamati adalah kemampuan Usaha Kecil Menengah (UKM) yang terbukti lebih mampu bertahan dibandingkan perusahaan besar. Oleh karena itu, keberadaan UKM perlu mendapatkan perhatian khusus semua kalangan. Salah satu pandangan untuk meningkatkan kinerja UKM adalah melalui *entrepreneurial marketing*. Penelitian ini bertujuan untuk mengidentifikasi karakter kewirausahaan seorang *entrepreneurial marketer*. Lima pemilik UKM yang bergerak di bidang food and beverage ditentukan sebagai informan dalam penelitian ini dengan menggunakan in depth interview. Analisis data dilakukan meliputi penyajian data, pengelompokan, analisa kemudian panarikan kesimpulan.

Kata kunci: *Entrepreneurial marketing*, Karakter, *Entrepreneur*, UKM

JEL Classification: L26, M31

1. Background of the study

Small Medium Enterprise (SME) gives significant contribution for national economy, such as employment; contribute to foreign exchange of the country through export activities and with the potential to grow and become big organization (Tambunan, 2005: 138). The most interesting thing about small medium enterprise is the success of the business individuals to survive against economic crisis in Indonesia and Asia in 2007 compared to big organizations. Unfortunately, the existence of Small Medium Enterprise is so far considered less important. Furthermore, the publishing of “Rencana Pembangunan Jangka Menengah Nasional - RPJMN” (National Medium period of Development Planning) in 2015 – 2019 by the president, Joko Widodo, gives priority to development with quality growth. The development with broad base is expected to keep growing and able to create more job vacancies. The growing numbers of Small Medium Enterprise and the ability of it to survive in business competition will surely able to give more chances of employment.

Several researches show that the approach of *entrepreneurial marketing* could increase the performance of Small Medium Enterprise (Mort et al., 2012). Based on that statement, *marketing* approach; which usually only focus on big organizations and difficult to apply it on small enterprises; would be further analyzed so that it can be obtained the approach, which can be applied on SME. Marketing approach usually requires bigger budget, which is usually able to be fulfilled by bigger organizations. According to Bjerke and Hultman (2002), not all Small Medium Enterprises (SME) have entrepreneurship, however, to be able to develop, it needs the proper entrepreneurship, by doing modification and being creative in marketing approach, and that is called *entrepreneurial marketing*. Besides that, in smaller scale, where decision is made by the owner, who is also the leader of the organization; the speed and the skillful of the owner in looking for the chances and implements the strategy, can be done faster than bigger scale organization (Morrish and Deacon, 2009). This should be done with concerning about the characters of entrepreneurship the business owners of Small Medium Enterprises have. With the proper ownership character, the marketing activities of Small Medium Enterprises can give positive contribution for business development, and also increase the ability to compete in domestic and international market. However, the entrepreneurship character defined by the researcher is based on developed countries, such as America, and it could not be directly applied in Indonesia, because of the difference in culture and economic condition. Further research about the proper entrepreneurship character for Small Medium Enterprise is definitely required.

The formulation of the study in this research is the character of *entrepreneurial marketer*. The purpose of this research is to identify the character of entrepreneurial marketer which enables the person to develop the business, especially in Small Medium Enterprise. By identifying the proper character, the implementation of *entrepreneurial marketing* would be effective.

2. Research Methodology

This research is focused on the effort of exploring for determining the entrepreneurial character that the SME owner has. Therefore, the exploration study is done in qualitative to determine the character. There are 8 characters chosen as a reference in this research. From those 8 characters revealed by Hills et al. (2008), it would be determined whether the characters are partially owned by respondents. The characters are ; led by chances, creating (product, market, process and strategy);

continuously interact with target market, combine individual and organization purpose, pay attention to flexibility and adaptation, actively use network, take proper risk and the last character is ethics.

The list of questions is designed to be the reference in conducting the interview. The items of questions for respondents are made to identify the-8 characters of *entrepreneurial marketer*. The design of question list is made to identify the owner of the character, mainly in business context. There are 32 questions completely given to each informant and there are more possible detailed questions added in the process of interview if it is considered necessary for further analysis. Five owners of Small Medium Enterprise are the informants of research subject. The criteria used in determining informants are :

1. located in Surabaya
2. in Food Industry
3. has been operated for more than 5 years
4. the business is in the category of small business with the amount of asset (50 – 500 million rupiah) and revenues 300 million – 2.5 billion rupiah per year.

The determination of informants is using *purposive* to get information needed by the researcher. The location of research object is in Surabaya for the ease of observation and interview process.

The data in this research is primary, collected by using *in depth interview* and semi structured. Before the interview is conducted, survey is done on Small Medium Enterprise which is considered meet the requirement. After that, agreement is done for interview process, which is located in the business place with the schedule adjusted to the availability of Small Medium Enterprise (SME) owners, in order to create comfort in *interview* process. The interview process is recorded using *voice recording* with the agreement of business owner and goes on for about 30 – 45 minutes for each session of interview. Besides, data from literature study is also collected.

The method to analyze the data is *Content Analysis*. This technique starts by using words or phrase connected to 8 characters of *entrepreneurial marketing*. Then, the researcher reads and examines the transcript of interview which has been changes into writing. Subjectively, the researcher will give coding in parts of interview (words, phrases, or sentences) which are appropriate with criteria of certain keywords. Then, the researcher will mapping the data which has been given code based on each of category character for further analysis. To ensure the validity of the qualitative research result, the researcher uses triangulation of data source by comparing data of observation result with the selected source (Bungin, 2012).

By formulating the appropriate and specific characteristics in determining informants, the information obtained will be homogeneous, so the conclusion in this research which will be formulated later is able to represent SME in general, considering the criteria used. The determination of proper SME owners for informants in this research goes through initial observation and interview process to decide whether the owners have criteria as entrepreneur and have the ability to give proper and clear information, so the researcher will be able to gain useful information.

This is the data of 5 SME owners who are in food industry and they become the respondents in this research. Respondent (1) the owner of Depot Qta, located in the shop of DarmoPermai modern market; respondent (2) canteen owner of MociMoci, the canteen area of UC walk; respondent (3) the owner of AjaiKembangJepun depot, the area of G-walk Citraland; respondent (4) the owner of

Bu Didik stall, the area of UC canteen; and respondent (5) the owner of Japanese restaurant, in Wiyung area.

3. The Result and Discussion

From the first characteristics, **led by chances**, here are the responses of the respondents : (1) “..... Right, we initially like cooking, our family and relatives also like cooking”, while the statement from respondent (3) “.... Oh yes, we are unbeatable in flavor, so we open anyway....” Respondent 1 and 3 like cooking and get compliment from friends and relatives that their food is delicious, so they decide that it is the good chance to open restaurant business. Respondent (4) also has similar reason, the statement is; “... Oo, when the fried food was first delivered, the children do not like it, so I made it by myself, slowly they like the fried food I made...”. From what the consumers like about the owners’ fried food, he decided to provide fried food in the menu, which he got it from other people.

In opening for bigger restaurant, the second respondent think about the chances for potential selling in the future, considering the growing number of students in university every year. This is the statement (2); “...the estimation is the number of candidate students next year and the following year...” Similar statement comes from the last respondent (5); “... Ok, yes, at first I like Japanese food and I like eating, but at that time Japanese food is expensive. Therefore, it comes up with the idea to open a stall which sells delicious sushi but with more affordable price...” From the statement, it can be seen that the market for Japanese food with economical price is not available yet, so respondent 5 sees this as a chance to open the business.

From the first characteristics, it can be seen that all respondents have it although the reason might be different. Respondent 1, 3 and 4 have in common and that is the ability in cooking. From the hobby and skill they have, they have courage to open business, because they believe in promising chances which is appropriate with their ability. The awareness of chances is not only that, respondents are also trying to make adjustment towards the menu of the food served and make changes if it is necessary. Respondent 2 is confident to open bigger canteen, considering the economy and the increase number of consumer, as the number of students in university as the main target market also increase. The chances do not directly become the reason to do investment. Enough analysis and economy consideration are also needed to make decision. Respondent 5 sees the chance in Japanese food, which is not yet developed. With the open market, this respondent has courage to open restaurant with the menu of Japanese food and with the affordable price.

The second characteristics is *creating something* (product, market, process, strategy). Focusing on the product revealed by respondent (2);

“... The main point in all business or especially in this restaurant business, we have to put priority on quality, the quality of the food which we have to maintain. Innovation and being creative in menu, and also the taste, it should be stable...”.

Similar statement is also said by respondent (4); “...sometimes, I like to cook something different, just like people in Lampung, fry the green chili, they never cook like this, but yours is delicious, is there....” It can be seen that the two respondents feel that the product quality, innovation in food creation are important in keeping their customers. This is based on the customers who are satisfied and come back to buy again. Besides product, the first respondent also pays attention to cleanliness in the restaurant. As the business in service, cleanliness is also one of the important factors for the buyers when they are about to do the transaction in buying for food or comfort in enjoying eating the food.

Here is the statement (1); "... also for cleanliness, it has to be maintained, if we do not keep the restaurant clean when we open the restaurant, the customers will look at our restaurant dirty, nobody will come although your food is delicious, people will not want to come...".

In terms of strategy, respondent three gives statement about it (3); "... at first, we do not directly rent the stall, but we have agreement with the owner of the stall. We pay 20% of the profit from the selling of the food..." The owner of Depot AjaiKembangJepun explains that the stall he uses for selling the food is not directly rented from the beginning. He does not know whether the stall opened will be full of customers, the respondent has the strategy to work together with the owner of the stall. For the replacement of rent money, the profit of 20% will be given to the stall owner. Focusing on the market is implemented by the last respondent (5); "...our research is just following the trend, our job is in management, creating product which can be accepted in all market..." The last respondent has intention and ability to survey the market before, in order to know what the customers want, so he can create the product which can be accepted in the market. It is good to be implemented, considering so much time and cost needed for creating new product.

The second characteristics also owned by all respondents. The important thing to be done and is obviously seen is creating the product. The creation of delicious food with vary of choices in the menu is obviously the creation of product. This is also followed by the proper strategy chosen along with the purpose of the company. For instance, respondents' decision in sharing the 20% profit with the owner of the building, so the respondents do not have to pay for the rent every month, but it is based on fluctuation of revenue earned. This strategy helps respondents in avoiding spending big operational cost every month, so the business is able to keep going on. Besides that, the second character is also known by the strategy implemented by respondents in selling the product and that is providing big portion of food (jumbo), comparing to other restaurants. The type of food is also various so consumers are free to choose what they are going to eat. This strategy helps respondents in attracting more consumers. Many people with many different tastes of food can eat together because the restaurants offer different kinds of food. Creating proper strategy can be also seen in the result of interview with the last respondent. He does not have ability to cook, so he builds management system, the cooking is handled by experience chefs. Furthermore, respondent also makes promotion program to maintain the loyal consumers and also invite the new consumers.

Continuous interaction with target market is the third characteristic. Maintaining good and friendly relationship with consumers is important for all respondents. The first respondent, the owner of Depot Qta, explained (1); "... next, for the first consumers, if they have just sit, we sometimes come and ask about the taste or anything they want to add..." By chatting with the consumers, the first respondent make them feel comfortable being in the restaurant. Besides being friendly, paying attention to the need of the consumer about the price is also important, because in the business which is sensitive with the price, determination about proper *pricing system* is important. Here is the statement of the second respondent (2);

"...the second is the price, we have to be able to make affordable price and it is accepted by consumers. If it has already been famous and full of consumers, we cannot continue increasing the price because it is dangerous and can kill the business. When we are safe, our position or our concept is the strategic place for us, our concept still continue and be accepted by people, so we will keep going on..."

Similar with that statement, by giving free portion to consumers, Bu Didik stall thinks that it is the right way to better interact with consumers (4); "... Oh yes, I do not limit them to take the food. They take their own rice. Mam, may I take more rice? No problem. I also do not limit them to take the food. Mam, may I get more chicken? Yes, no problem, just take it..."

By having interaction with the market, the third respondent also gets information which is used for considering to move to another better and comfortable place for business, because consumers think that the current location of business is less comfortable. Here is the statement (3); "... the reason to move is the parking area which is less comfortable, and the place is also not safe..." The last respondent even considers the after sale service by providing media for consumers to give their comment after they make transaction, whether they are satisfied or any suggestions or feedback for the restaurant, (5); "...Yes, we have a kind of messaging online (sms) for consumer to give critiques and suggestion, and we have also guest form for giving comment. After the consumers finish eating, they get guest form comment, they may fill in or may..."

The same with the 2 characteristics before, interaction with market is important for all respondents in giving comment, either interaction for keeping guest comfortable when visiting, or to find out the satisfaction and the willingness of the guest or even gain the useful information for the business owner. Besides that, the determination of the price for the food is adjusted with the consumers, so that they can afford it. This shows that respondents are aware with the target market, not only for their own sake, but also to keep good relationship with the consumers. The main point of good relationship is being sincere in giving the best for the consumer, by showing friendliness in serving, honest and care about their condition. Getting information by doing interaction is shown when respondent 3 explains the reason of moving to G-walk. It is because the consumers do not feel comfortable with the parking area which is limited and the area is also not safe for the target consumers. Also, respondents give their response to consumers when they do not like jumbo portion, then the owners also adjust the portion with appropriate price. It is for the satisfaction and comfort of consumers so the interaction between respondents and consumers can be continuously maintained.

The next character is *the combination of personal and organization purpose*. The third character is only existed in respondent 3. Here is the statement of respondent (1); "...every morning, wake up around 2 until 2.30 and then we open the restaurant in G-walk until night, I do not think I can. We cannot just work, but we have to pay attention to our health..." From that statement, it can be concluded that the owner of Depot Qta does not only focus on organization profit, but also considering the health in doing the business. It shows that organization purpose and personal motivation are equal. The consideration of not only focusing on organization profit is also done by the owner of Bu Didikstall, she also delegates the duty to her relatives. By doing this, the activities are less and it also gives income to others. Here is the statement (4); "... no, I never go to the market, my relatives who buy and I will take it in the morning. I give the notes in the afternoon and I will take it in the morning for the next day. For tomorrow afternoon, I give another note for tomorrow, it is like that everyday..." Besides to the relatives, social mission is also seen in this following response (2);

"...because, in my opinion, this restaurant business is not only looking for profit, we have to have social mission in this business, so we cannot just looking at the profit. There are sometimes students in university who have money Rp.1,000 more but they only pay for Rp.20,000 from the original price Rp.21,000, we round it to Rp.20,000. We have to have social mission also..."

It can be seen that in selling, the second respondent also have personal mission to share with others, being balanced with the motive of organization profit.

The fourth character is only owned by 3 respondents, and that is respondent 1, 2 and 4; while respondent 3 and 5 do not have it. It shows that the character of combining personal and organization purpose is not owned by every respondent. There are some SME owners who pay more attention to personal purpose, while there are others who pay more attention to organization purpose above personal purpose. In conducting the business, the relationship with other people should also be considered personal. Therefore, the sincerity of looking at others is not only for business, but it is part of humanity, doing something good to others. When serving customers friendly and sincere, the purpose of the respondent is becoming friends and not only the relationship between seller and buyer. In accepting criticism or feedback from the buyers, the respondent feels that it is necessary to implement of what consumers suggested, it is good for the consumers and the business itself. Furthermore, the respondents explain that in this business, the mission is not only to get profit, but there is also social mission, and it is also what the respondents want, running the business in flexible way, by looking at the consumers' situation.

The fifth character is *paying attention to flexibility and adaptation*. Flexibility in restaurant business is important for the third and fourth respondents. The following is their statements (3); for now, those ones given the jumbo size are yelling. I am not a construction labor, or harbor labor, it is too much. I ask only a little. So, we just follow what they want..." and (4); "... ooo yes, to make consumers good to me, I let them, whether students or the lecturers, to take by themselves. It is okay, they take the rice and the food by themselves, so the consumers will be good to me..." By doing adjustment to what the consumers want, the owner of Depot Ajai and Warung Bu Didik get sympathy from their consumers, but it also considers the economic aspects and what the consumers want, whether it is good to be done and in what extent it could be done. Considering the number of consumers, the first respondent want to extent the food business to shop house, but it is still in the progress, because of the cost to rent is expensive, (1); "... the planning in the future, I would like to move to the shop house..."

Besides considering flexibility towards the consumers, adaptation towards environment is also important. This is stated by the second respondent (2);

"... we keep maintaining the relationship with the neighbors, although the workers do not meet the owner, but there is still good relationship because many students buy the food here, but they eat at other place, and sometimes it is also the other way around. We have to work together, for instance, we have to return the plates or keep them save, but sometimes there is one tenant who likes to make trouble, so we do not want to deal with that..."

The same perspective is also given by the following respondent (5);

"... it is necessary, for the first time adjustment is necessary with the neighborhood, so if we enter in the new mall, we have to know the management, so we are in trouble, we know where to go for any solutions. At least, we know our neighbors, so if we are in trouble we can ask help from them. I think it is necessary..."

The principle of getting to know the neighborhood in the adaptation process is done by both respondents. It is based on their principle in maintaining good relationship with all related parties in their business. By having good relationship, either with competitors or management, they feel comfortable in doing their business.

The character of flexibility and adaptation is also owned by all respondents. For instance, in determining the price of the food, besides considering the production cost to make the food, other factors considered by respondents is the consumers, who are mostly students in university; therefore, the price has to be suitable for the ability for students to buy. Besides that, respondents also explain that flexibility is needed in running the business even to the competitors (other food sellers in the same area). It happens because students (the majority of the consumers) usually like to eat together with their friends, but the food can be from different stalls in the campus area. So, many students buy food from the respondents but they can eat in the canteen of other people place or it can be the other way around; they buy from others but eat in the area of respondents. Adaptation towards the neighborhood is needed. Another example given by the last respondent is the need to adjust with the new management, so they can get information about the procedures, such as if there are any complaints to be delivered. Respondents give their confirmation that adaptation is necessary in order to keep running the business well.

Actively using network is the sixth character. Having active network, especially for consumers is positive for the third respondent, the choice of location to move their place of business is gained from the consumers opinion, (3); *“... We directly survey this place, there are 2 friends open here including Golden Star restaurant and Depot Sari Sop Buntut, then my consumers suggest me to open it here...”* The owner of Depot Bu Didik also feels the same advantage, she feels to be helped by the consumers. The students of Ciputra help her to make the proposal for getting a new place to sell when the previous place is closed, (4); *“...Previously, I rent the place in Citraland, then I was planning to move and rent in the campus, it is difficult to get the place. The students helped me to make the proposal for me to get the place, so I was given this place and that was because of the students...”*

Electronic network is used by the owner of Depot Qta to introduce the business for the first time. However, when the business has been running, the information from the consumers who are satisfied is more effective than the usage of electronic network, such as BBM broadcast, is no longer used. Here is the statement (1); *“...previously from broadcast of BBM then everybody knows. But now it is no more, they have known from word of mouth and it is effective...”* While networking with related association and organization is helpful for the fifth respondent in getting the useful information for the business, (5); *“...There are Aprindo, AsosiasiPengusahaCafé dan Restoran Indonesia (Café and Restaurant Businessman Association, and there are also peco-peco joining...”*

The sixth character is not owned by one of the respondents, and that is respondent 2, but majority of respondents feel that it is important. The questions designed to get the related answer about this character (use active network) cannot give description that respondent 2 has this character. There is even one response to the question that the respondent refuses the invitation from group or community, it shows that respondent is not aware the importance of networking in business development. This character is implemented by respondent 5 in business activities, such as the involvement in association closely related to the business, such as Aprindo and Café and Restaurant Businessman Association. The involvement in this association is considered to be important because through this association, they can get so much information, such as the rules and regulations by center or regional government, and also other information. Besides that, the benefit in meeting other businessmen is useful when they involve in association.

The seventh character is **taking the weighing risk**. This character is owned by all respondents and it shows that the courage to take the risk is definitely owned by the business owner, with enough consideration. The first respondent gives the statement (1);

“... at first, we do not think about the amount of capital, because we have already got several things such as freezer. So, we just need place for the vegetables. We try to give the consumers but we do not know if it is suitable or not, if it is suitable, then we can just continue...”

Considering the risk is also done by the owner of Depot Ajai who feels that selling fresh fish is too risky to be done. Here is the statement (3); *“...yes, it seems that it is too risky to sell fresh fish...”*, *“that is elite, but... we have not tried selling in the aquarium...”*

Considering the risk in opening the business is done by respondent number 4 (4);

“...oh yes, I think if I rent Rp.750,000 per month, it means that I have to save Rp.25,000 per day, so I start to think to get from here this much and that one this much, so I can have some for eating, and the rest for the payment, others for shopping the ingredients, so the point is I have to save Rp.25,000...”

The same consideration but in different scale and using tools in risk measurement is done by the second respondent (2);

“...yes, I have been thinking day and night, keep counting and estimating the number of students register next year and the following year. So, with the deeply considering about the price, at what price should we sell it? From there, how long we can reach the Break Even Point, where people usually say that it takes one year or 2 years at most to get the BEP. We try to take 2 years and we are not brave enough to take 1 year. We take 2 years with the certain price with the food in the menu. All are considered and discussed with IbuMeli. Yes, we discuss it with Madam. Therefore, we finally take the decision; we have to give a try.”

Considering deeply about the risk is also done by the last respondent in giving the proper analysis before opening a new branch. Here is the opinion of the fifth respondent (5);

“...ooo, for the new branch, we look at the location, if it is good, we will open it, if it is not good, we will not open it, because I think location is important apart from the product itself. So, the product and after that the location. Second, we look at the market, whether the market is suitable with the segment. Third, we look at the cost, such as rental cost, whether the rental cost is compatible with the market. I think that is all; location, target market and cost...”

The seventh character is important for all respondents, it can be seen from the agreement of 5 respondents who are interviewed, they reveal the importance of character in considering the risks, although the factors used in considering or even the problems faced by the respondents are different for each one of them. The example of risk consideration is when the respondents explain that they have to move for the third time and the rent is raised. Before making decision, the respondents use simple calculation by calculating monthly rent cost into per day then they calculate the ability to save some money every day for paying rent cost. When they are certain in ability of paying the rent, they decide to take the new canteen although the rent is raised. The respondents also calculate when the business will reach BEP or the condition is paid off with the invested money. Although there is information that the BEP is usually reached within a year for restaurant business, however, the respondents increase it into 2 years in order to give allowance in calculation. Furthermore, the respondents also explain about the importance of taking the chance which can be called speculation, it shows that counting or calculating in planning is important, but the courage to make it happen is even more crucial.

The last character is *having ethics*. For this last category, all respondents said that they have and implement ethics. One of the examples is by respecting the business of their neighbors, just like what the first respondent said (1); "...when they are at the front, or at aside, looking around, I am hesitating in offering them because I do not want to have a fight with neighbors..." The first respondent respects the neighbors by not offering the prospect consumers nearby the area of the neighbors, because that can make a fight. The same statement is also said by the following respondent (3); "...it goes quite well, so we do not want to have trouble with others, each one of us has already got our fortune..." The same statement is also said by the owner of Warung Bu Didik (4); "...We have our own fortune..." The three respondents also said that they get their own fortune without doing harm to other restaurant business owners.

Doing ethically is not only implemented to other restaurant business owners, but also consumers who deserve the same treatment. This can be seen from the comment of the second respondent (2);

"...even to foreigners just like white people, we also respect them and friendly to them. We do not raise the price just because they are white people and not students. We are sincere and keep the same price as the one we are given to the students..."

When there are foreign visitors, the owner of Depot Moci-Moci keeps giving the same price to the food they sell, although they have a chance to raise the price, but they do not do it. On the other side, the comment of the last respondent (5);

"...it is necessary to get to know with the neighborhood for the first time, so if we are entering the new mall, we have to know the management of that place, so if we are in trouble, we know where to go. Yes, we have to know the neighbor, at least know each other, so if there is something happened, it would be faster to be handled. So, I think it is necessary..."

The ethics behavior is not only implemented to maintain harmony with neighbors, but it is also with the management of the business place. Not only giving benefits in the forms of good relationship with the management, but it is also the form of politeness to all people.

Based on the result of the interview, the eighth character or the last one is also owned by all respondents. Respondents explain that practicing ethics is important in running the business. The statement which shows that the respondents have it is when they explain about the competition in business with one of the neighbors in the canteen which end up with a big fight, so the respondents decide to ignore so they can focus in running the business. Besides that, by getting to know other people, handling conflict would be easier. Respondents also ever said that they ever had problem with several people in their business. They usually apologize and try to make it up, however, if they feel that they do not do something wrong, they will try to settle the problem in a good way. Whatever the problem is, all respondents try to settle it in a good way or trying to avoid problem if it is possible.

4. Conclusion

Based on the information gained by researcher from the interview process towards 5 respondents, it is summarized in Table 1 and the conclusions are :

1. Respondent 1 and 4 have completely the criteria of *Entrepreneurial Marketer* character.
2. Respondent 2, 3 and 5 have 7 criteria of *Entrepreneurial Marketer* character.
3. The character of combining personal and organizational purpose is not owned by respondent 3 and 5.

4. The character of using network actively is not owned by respondent 2.

Table 1. The respondent ownership of Entrepreneurial Marketer character

Entrepreneurial Marketer character	Respondents				
	1	2	3	4	5
Motivated by chances	Yes	Yes	Yes	Yes	Yes
Innovation (product, market, process, strategy)	Yes	Yes	Yes	Yes	Yes
Continuous interaction with target market	Yes	Yes	Yes	Yes	Yes
Combining personal and organization purpose	Yes	Yes	No	Yes	No
Pay attention to flexibility and adaptation	Yes	Yes	Yes	Yes	Yes
Use network actively	Yes	No	Yes	Yes	Yes
Take considerable risk	Yes	Yes	Yes	Yes	Yes
Having ethics	Yes	Yes	Yes	Yes	Yes

Source: Data, processed

From all of the characteristics which are used as measurement in this research, almost all respondents have them, although those who have the characteristics completely is only respondent 2. Referring to the usage of characteristics from the understanding of Hills (2008) on the important of having those characteristics for the owner of SME, it can be clearly seen that the value in Hills with considering the situation in developed countries, such as in America, with different culture, economy structure and different world in business compared to developing countries, apparently it can be applied in Indonesia. It describes that behind all of the differences between developed and developing countries, small and medium scale of industry sector have important role in economy of the country. It is also stated by Hills that 99.7 % of all business in America is categorized as *Small and Medium size Enterprise* (SME) in which 90 % of the business have less than 20 employees. Besides that, the business of SME has big contribution with 54% of all business sectors. Therefore, with the knowledge of proper characteristics, the owners of SME are able to develop their business better and it definitely gives effect to the development in economy in general.

The implication of this research is mainly for the owners of SME to be aware with the characters which they can develop in order to increase their performance. The owners of SME can also use this research to look at the applicative examples, which can be used in their business. For government, this information can be used for planning activities or proper programs for SME owners in order to develop their performance, which can also affect to the improvement of economy in a country.

The suggestions for this research are :

1. The industry used can be from others than food and beverages. By using different industry, it can be seen whether the same character is also owned by different SME, so it can be taken in general or any other specific characteristics which cause differences.
2. The respondents as research objects can be increased, so information obtained can be more and diverse.

3. The area of research, which is focused in Surabaya, can be conducted in different area, or the area of research can be broadened, such as East Java.

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