

## RETHINKING PERCEIVED QUALITY THROUGH THE LENS OF ENTREPRENEURIAL MARKETING: PATHWAYS TO CUSTOMER DELIGHT

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### Abstract

**Background:** Entrepreneurial Marketing (EM), which blends entrepreneurship with marketing principles, is crucial in Indonesia's competitive mobile phone industry. Perceived quality and customer satisfaction are key success indicators, yet the role of gender differences remains underexplored.

**Purpose:** First, it identifies the entrepreneurial marketing factors influencing perceived quality and customer satisfaction among Indonesian mobile phone users. These factors include performance, reliability, conformance, serviceability, durability, assurance, perceived price, product attributes, branding, and corporate image. Second, it analyzes whether satisfaction levels differ between male and female customers.

**Design/methodology/approach:** This study applied a quantitative research design with survey data gathered from mobile phone users in Jakarta, Bandung, Surabaya, Medan, Semarang, Yogyakarta, Surakarta, and Makassar. These cities represented diverse demographic and economic contexts. A structured questionnaire measured ten factors of perceived service quality, and canonical discriminant analysis was used to test gender-based differences in satisfaction.

**Findings:** The findings provide fresh insights for business professionals. Male and female customers share similar perceptions regarding many aspects of service quality. However, the study highlights that assurance and after-sales services, such as warranty, repair time, and spare parts, are more important for female customers. It indicates the need for firms to design strategies that recognize gender-specific priorities. Notably, the study confirms that female customers represent an equally vital market segment, challenging conventional practices that often prioritize men in marketing approaches.

**Conclusion:** Perceived service quality significantly impacts customer satisfaction within entrepreneurial marketing. Differences in perception and satisfaction levels between male and female customers indicate that gender is crucial in shaping service experiences and evaluations. The ten dimensions of service quality analyzed succeeded in providing a comprehensive overview of the important elements that affect customer satisfaction of mobile phone users in various major cities in Indonesia.

**Originality/value:** This research contributes to entrepreneurial marketing literature by adopting a gender-based lens to analyze customer satisfaction in the Indonesian mobile phone sector. The application of canonical discriminant analysis adds methodological novelty, enabling the detection of subtle but relevant gender differences. The study provides actionable guidance for practitioners designing inclusive marketing campaigns that value male and female customers equally. It offers academics a foundation for extending gender-based EM studies into other industries and cultural settings, bridging theory with practice.

**Keywords:** entrepreneurial marketing, customer satisfaction, perceived quality, gender delight, phone industry

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## INTRODUCTION

An entrepreneur's success in dominating the market largely depended on his or her ability to create customer satisfaction, pleasure, and loyalty to the products and services offered. In Indonesia, the telecommunications industry had become desirable for new entrepreneurs over the past ten years. To enter and survive in today's business world, innovation and development of new products were very important. In the first half of 2024, the smartphone market in Indonesia showed significant growth. According to the GfK Indonesia report, the total sales value reached IDR 48.9 trillion, an increase of 3.8% compared to the previous year. Overall, mobile phone shipment volume reached 10 million units, an increase of 27.4% compared to the previous year. The growth was driven by the moment of Eid and the shift in consumer preferences towards smartphones with prices above IDR 7 million. In addition, there was an increase in demand for devices with 8GB of RAM and 256GB of storage, up 91% and 128% respectively compared to the same period the previous year. It is important to note that this data reflects trends through mid-2024. This research emphasizes the importance of entrepreneurial marketing in supporting business success.

Entrepreneurial marketing is a form of cooperation between companies and stakeholders in creating business opportunities, such as finding new markets and introducing quality and trustworthy products (Gaddefors and Anderson, 2009; Renko et al. 2012; Vivek V. et al. 2024). This concept combines an approach that can be planned, based on opportunity or possibility, and combines marketing theory and entrepreneurial theory (Gaddefors and Anderson, 2009; Hills et al. 2008; Utami et al, 2022). The point is to combine two views: first, entrepreneurship as the process of creating a product; and second, marketing as a way to provide quality goods and services to customers at affordable prices – all this for the sake of building a comprehensive company (Gaddefors and Anderson, 2009; Renko et al. 2012; Ion, 2012; Love and Roper, 2015, Vivek V. et al, 2024). In addition, the age and size of the company also affect how marketing behavior is carried out to create new business opportunities (Kilenthong et al. 2016). Entrepreneurial marketing (EM) combines two central concepts, namely marketing and entrepreneurial orientation. This concept is used by both small and medium enterprises (SMEs) and large multinational companies (MNCs), with innovation as the trigger (Knight, 2000; Hansen & Eggers, 2010; Love & Roper, 2015; Brouthers et al.

2015; Amin et al. 2016; L Rong, 2021).

MSMEs must adopt entrepreneurial marketing to drive quality innovations in products and processes, aiming for efficiency, flexibility, growth, and sustainability (Ebben & Johnson, 2005; Hansen & Eggers, 2010; Love & Roper, 2015). Entrepreneurial marketing combines two perspectives. From the entrepreneurial side, it reflects risk-taking, innovation, proactivity, and resilience in uncertainty (Solé, 2013; Vivek V. et al. 2024). From the marketing side, it applies entrepreneurial skills to generate profits and long-term sustainability, making it simultaneously strategic and practical (L Rong, 2021). Scholars define it as a hybrid concept integrating entrepreneurship's drive for innovation and adaptability with marketing's focus on opportunities, customers, and market dynamics (Stokes, 2000b; Morris et al. 2002). Entrepreneurial marketing grows through synergy and opportunity utilization, such as building networks, gathering market intelligence, and using interactive marketing and word-of-mouth strategies. Ultimately, it enhances performance in profit, sales, and value creation (Ren et al. 2015; Altinay et al. 2016).

Several studies also say that entrepreneurial marketing in MSMEs can be a bridge between marketing and entrepreneurship to improve organizational learning capabilities, encourage growth, and maintain sustainability through superior products, services, and processes (Hansen & Eggers, 2010; Jones & Rowley, 2011; McDonagh & Prothero, 2014; Love & Roper, 2015; Ren et al. 2015; Altinay et al. 2016, Vivek V. et al. 2024). Entrepreneurs must understand customers' perceptions of the quality of their products or services, as these perceptions affect the purchase intent, satisfaction, and sense of novelty that customers expect (Bou-Llugar, 2001). Quality perception analysis paves the way for entrepreneurial marketing to create innovative, competitive, and customer loyalty products (Bou-Llugar, 2001; Maritz et al. 2011; Xu et al. 2015). Perceived quality is a consumer's subjective assessment of the superiority of a product or brand (Zeithaml, 1988; Aaker, 1991), namely the difference between expectations and accepted reality (Zeithaml, 1988; Teas, 1993). These qualities include the objective (physical/technical) and subjective (overall perception) aspects that consumers assess and compare with competitors' products (Grunert, 2005, Vivek V. et al, 2024).

This perception significantly affects customer satisfaction and pleasure. Consumers often judge products based on personal feelings, not just technical specifications, as they are influenced by their needs, goals, and preferences (Zeithaml, 1988; Aaker, 1991; Vantamay, 2007; Yang, 2011; L Rong, 2021). Garvin (1984) identifies five approaches to looking at quality: transcendent, product-based, user, value, and manufacturing, which include dimensions such as performance, reliability, features, and durability. Entrepreneurial marketing plays an important role in shaping this perception through innovation, risk-taking, and networking—both formal and informal (Stokes, 2000a). This study seeks to bridge the theory of entrepreneurship and marketing with customers' real experience, particularly in creating satisfaction and pleasure that strengthens loyalty (Lin et al. 2004; Maritz, 2008; Vivek V. et al, 2024). We emphasize the importance of awareness of product quality and customer feedback (satisfaction and pleasure) as a result of practical entrepreneurial activities.

Entrepreneurial marketing (EM) is an innovative approach that prioritizes customer perceptions of quality to drive growth and business excellence (Maritz, 2008; Utami et al. 2022). Unlike conventional marketing, which is rigid and systematic, EM is informal, intuitive, and adaptive to shifting customer preferences. It is evident in techniques such as word-of-mouth, green marketing, social marketing, and customer advocacy (Stokes, 2000b; McDonagh & Prothero, 2014; Love & Roper, 2015; Ren et al. 2015; Altinay et al. 2016; Bramantyo et al. 2024; Kulshreshtha et al. 2017b; González et al. 2017). Such an approach encourages rapid decision-making and product innovation in uncertain environments (Gilmore & Coviello, 1999; Atuahene-Gima & Ko, 2001; Cantner & Meder, 2007; Scott, 2014; Al-Dhaafri & Al-Swidi, 2016). Perceived quality is central to EM and consists of multiple dimensions. Performance reflects how well a product meets expectations regarding time, cost, speed, and precision (Garvin, 1984; Vantamay, 2007; Grégoire et al. 2015). Reliability refers to the probability that a product consistently functions according to prescribed standards, which fosters customer trust over repeated use (Jakpar et al. 2012; Vantamay, 2007; Bramantyo et al. 2024). Compatibility highlights whether products meet pre-defined specifications, representing efficiency in correcting errors and maintaining standards (Garvin,

1984; Godhene-Gima & Ko, 2001; Lifang, 2010; Jakpar et al. 2012; Kam Sing Wong, 2014). Beyond tangible attributes, intangible dimensions also shape perceived quality. Serviceability relates to the speed, competence, and readiness of services provided (Vantamay, 2007; L Rong, 2021). Durability emphasizes the product's long-term benefits, supported by corporate assurances and guarantees (Jakpar et al. 2012; Auka et al. 2013; Utami et al. 2022). Assurance is reinforced by credibility, the emotional intelligence of staff, and certification from recognized institutions (Parasuraman et al. 1991; Auka, 2013). Price perceptions are also tied to perceived quality, reflecting the balance between benefits and value (McConnell, 1968; Tuominen, 1999; Li et al. 2013; Davis et al. 2017; Kulshreshtha, 2018). Customers often delay purchases for higher-quality products at the right price (Bertini & Wathieu, 2008; Sriram et al. 2010; Kulshreshtha, 2017b; Vivek et al. 2024). Product attributes such as design, packaging, and labeling strongly influence customer decision-making (Davis et al. 1991; Jamal et al. 2012). Finally, branding plays a vital role in reinforcing product excellence and creating positive perceptions through unique names, logos, and symbols (Aaker, 1996; Jamal et al. 2012; Xu et al. 2015; Yan et al. 2014; Vivek et al. 2024). Strong branding enhances respect, admiration, and goodwill while it allows category extensions that strengthen organizational reputation and competitiveness. In conclusion, EM integrates innovation, reliability, service, and branding as key drivers of value creation, customer satisfaction, and long-term business sustainability.

This research aims to enrich existing knowledge by reducing the distance between theory and practice in entrepreneurial marketing through a quantitative approach. This study recognizes that product quality is primarily determined by the ability of entrepreneurs to meet customer needs and satisfaction. One of the important issues raised is the difference in gender-based responses to the fun experiences offered by entrepreneurial initiatives. Pleasure is an affective response that each customer can manifest in various ways. Therefore, this study seeks to answer the need to identify the factors that affect the perception of product quality from the customer's perspective, by differentiating the forms of pleasure based on gender categories.

## METHODS

This research was conducted through a survey. Data was collected using a questionnaire that was shared with smartphone users. Several previous studies were used as a reference, such as Asongu et al. (2018), which examined 247 respondents in Africa, Musa et al. (2016) with 150 respondents in Singapore, and Dubey et al. (2018) and Kulshreshtha et al. (2017b) in Indonesia. This study distributed a questionnaire to 350 smartphone users in public places such as malls, parks, and public areas at night. A total of 273 questionnaires were returned, and 227 were considered complete after being selected. Of those, 200 questionnaires were declared valid after deleting 27 responses that showed similar answers across the questions. The respondents comprised 115 men and 85 women from major cities in Indonesia, such as Jakarta, Bandung, Surabaya, Medan, Semarang, Jogjakarta, Surakarta, and Makassar. These cities were chosen to represent the diversity of Indonesia's regions.

**Classify Customer Satisfaction:** Classifying customer satisfaction levels was an important step in helping create customer profiles based on their perception of quality. For this reason, the researchers created ten hypotheses to see if there was a difference in views between men and women on the qualities they perceived, taken from the perspective of Entrepreneurial Marketing (EM). For example, the H1 hypothesis was structured for the "perceived price" variable: H1: There were significant differences between men and women in assessing price as part of the perceived quality of entrepreneurial marketing efforts. A similar hypothesis was also made for nine other quality factors, and was coded H2 to H10. In addition, one additional hypothesis

(H11) aimed to see if these ten quality factors together could differentiate the level of pleasure between men and women. H11: Ten perceived quality factors could significantly differentiate between the pleasure of male customers (Category 1) and the pleasure of female customers (Category 2). It means that men's and women's perceptions of the quality of entrepreneurial marketing show significant differences.

The researchers compiled a questionnaire to test the proposed model (see Figure 1) that covered ten aspects in entrepreneurial marketing related to the perception of quality and customer satisfaction. The questions in this questionnaire were based on a literature review and used a 5-point scale (from strongly disagree to strongly agree), as used in previous studies (Oliver et al. 1997; Goswami & Sarma, 2014; Dubey et al. 2016). These ten measured aspects were used to see if there was a difference in customer satisfaction between men and women (Juwaheer, 2011). Here are the statements used for each aspect: 1) Performance: I judge the quality of how well the product works. 2) Reliability: I get satisfaction when I buy a trustworthy product/brand. 3) Conformity: I judge the quality of the product and how well it fits the promise or specification. 4) Ease of Service: I judge the quality of service, such as repair or customer service. 5) Durability: Durable products make me interested in buying. 6) Warranty: I feel comfortable buying a credible and reputable product/brand. 7) Perceived Price: I feel the price matches the quality when buying. 8) Product Attributes: I like products/brands with distinctive and attractive characteristics. 9) Branding: I enjoy the innovation and creativity of my brand, such as new product launches or feature improvements. 10) Company Image: I am happy to buy products from companies with good reputations.

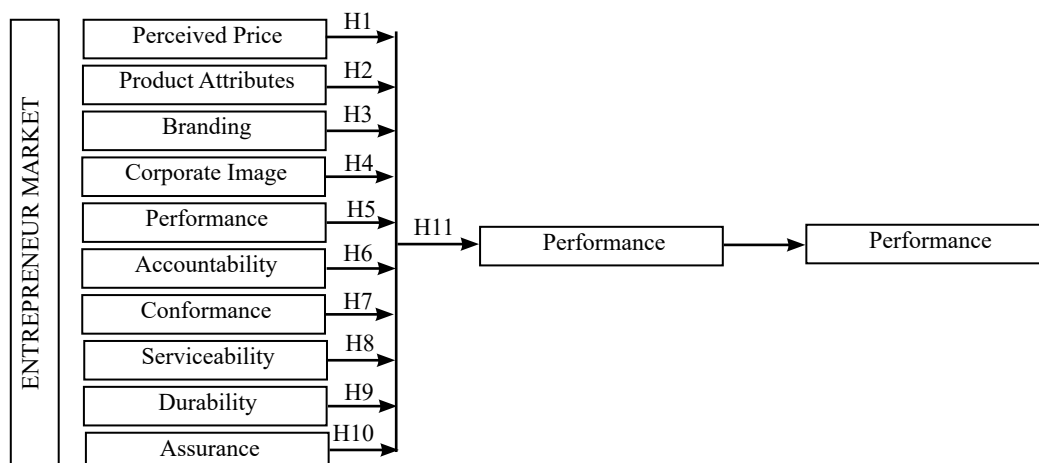


Figure 1. Research model

Ten factors were used to measure the perceived quality of service. Then, statistical analysis was used to see if there was a difference in the level of satisfaction between men and women (i.e. by using canonical discriminators). This study aims to measure the differences in male and female perceptions of quality in entrepreneurial marketing, as well as how it affects customer satisfaction. The results were also used to compile male and female customer profiles so that marketing strategies, targeting, and smartphone brand positioning could be more targeted through discriminatory analysis.

## RESULTS

The Cronbach Alpha value was used to ensure that the results of this study are reliable. According to Nunnally (1978) and Kansal (2013), a good Cronbach Alpha value should be at least 0.70. In this analysis, the Cronbach Alpha value obtained was 0.808, which meant that the data had good internal consistency and the measurement tool was reliable, according to the advice of Nunnally

(1978). A discriminatory analysis was used to classify customer satisfaction (Juwaheer, 2011). Furthermore, hypothesis testing was carried out by significantly comparing the group averages and analyzing canonical discriminant functions. Table 1 shows the initial results in the form of mean and standard deviation of each quality predictor variable for two groups: Category 1 = male (as many as 115 respondents). Category 2 = women (85 respondents). Table 1 shows that the mean values and standard deviations of the quality predictors differ between men and women. It means that there is a difference in perceptions between men and women of quality in the context of entrepreneurial marketing. Table 2 provides further evidence by displaying the mean difference test (t-test) results between men and women for each quality factor. The results showed that the alternative hypothesis of H1 to H10 was accepted at a confidence level of 90%. This means that statistically, there is indeed a difference in perception between men and women regarding the perceived quality of entrepreneurial activities. It is evidenced by the statistical value of F and the value of p in Table 2, which shows that the difference is significant.

Table 1. Statistics Group

Predictors	Male	Mean Fe-male	Total	Male	SD Female	Total
Perceived Price	4.39	3.88	4.22	0.677	0.911	0.811
Product Attributes	4.49	4.32	4.47	0.654	0.923	0.812
Branding	4.20	3.94	4.10	0.843	0.821	0.827
Corporate Image	4.39	3.85	4.23	0.834	0.842	0.810
Performance	4.32	4.06	4.32	0.739	0.921	0.822
Accountability	4.36	3.89	4.34	0.377	0.842	0.800
Conformance	4.35	4.03	4.21	0.692	0.923	0.788
Serviceability	4.33	4.00	4.20	0.745	0.884	0.823
Durability	4.37	4.03	4.23	0.753	0.921	0.922
Assurance	4.29	3.79	4.03	0.743	0.812	0.834

Table 2. Test of equality of group means

Assumptions	Predictors	Wilks' Lambda	F	df1	df2	Sig
H1	Perceived Price	0.923	12.99	1	198	0.001
H2	Product Attributes	0.967	4.56	1	198	0.029
H3	Branding	0.976	4.08	1	198	0.042
H4	Corporate Image	0.867	28.53	1	198	0.002
FALSE (5)	Performance	0.966	4.67	1	198	0.029
H6	Accountability	0.942	10.72	1	198	0.002
H7	Conformance	0.956	7.26	1	198	0.007
H8	Serviceability	0.943	9.63	1	198	0.002
H9	Durability	0.972	3.49	1	198	0.058
H10	Assurance	0.858	27.82	1	198	0.001

## Research Model

In analyzing the p-values of the quality predictors, we accept the alternative hypothesis of H1–H10 at a significance level of  $p = 0.10$  because a high F-value indicates that the result is within acceptable territory. Table 3 describes the characteristics of the canonical discriminant function. There is only one function (gender function 1) that explains 100% of the variance, although the eigenvalue is low, which is 0.28. It means that even though the difference is not very large, the perceived quality variables can still differentiate between men and women based on their level of enjoyment in using their phones. This low eigenvalue suggests that most of the contribution to the discriminant function comes from a few major predictors. A canonical correlation value of 0.4561 indicates a relatively strong and statistically significant relationship between predictors and discriminant functions. Wilks' Lambda value of 0.782 supports the finding that most predictors are indeed important in distinguishing male and female pleasure.

Meanwhile, the Chi-square value of 47.541 further reinforces that there is a fundamental difference between men and women, and that predictors of

entrepreneurial marketing quality are the leading cause of this difference. The p-value of the canonical discriminant function 1 indicates that the alternative hypothesis is accepted with a 99% confidence rate. To understand how men and women are classified based on quality attributes, we refer to Table 4, which displays the correlation value of each predictor to the discriminant function. These variables are sorted based on how strongly they relate to differences in satisfaction between men and women.

Some variables, such as assurance and corporate image, show a high correlation value, meaning these variables play a significant role in differentiating the satisfaction of male and female customers. Table 5 shows the value of the canonical discriminant function coefficient, which shows how strong each predictor is in explaining these differences. From this table, it can be seen that the guarantee and the company's image have the highest discriminatory power. The discriminative function D can be formed using the coefficient values in Table 5. This function D is a significant discriminant model, and describes the best linear relationship to differentiate male and female satisfaction based on their perception of quality in entrepreneurial marketing practices.

Table 3. Canonical discriminant function

Function	Eigenvalue	(%) of Variance	Cumulative (%)	Canonical Correlation
1	0.28	100	100	0.4561
Function	Wilks' Lambda	Chi-square	Df	Significance Level
1	0.771	47.431	10	0.001

Table 4. Structure matrix

Predictors	Function 1
Perceived Price	0.726
Product Attributes	0.721
Branding	0.500
Corporate Image	0.441
Performance	0.418
Accountability	0.362
Conformance	0.291
Serviceability	0.299
Durability	0.271
Assurance	0.245

Table 5. Canonical discriminant function coefficients

Predictors	Function 1
Perceived Price	0.065
Product Attributes	0.132
Branding	-0.232
Corporate Image	0.735
Performance	0.003
Accountability	0.197
Conformance	0.053
Serviceability	0.244
Durability	-0.177
Assurance	0.788
(Constant)	-7.501
Unstandardized Coefficients	

The combination of predictor variables that classify the pleasure response between the Male and Female categories is as follows.

$$D = 0.065 \text{ (Perceived Price)} + 0.132 \text{ (Product Attributes)} - 0.232 \text{ (Branding)} + 0.735 \text{ (Corporate Image)} + 0.003 \text{ (Performance)} + 0.197 \text{ (Reliability)} + 0.053 \text{ (Confirmation)} + 0.244 \text{ (Serviceability)} - 0.177 \text{ (Durability)} + 0.788 \text{ (Assurance)} - 7.501$$

Furthermore, the results of the classification matrix in Table 6 show that the discriminant model used appears to be valid. The classification accuracy rate (hit ratio) shown in Table 6 is 73 percent, calculated from  $[(90 + 56)/200]$ . In this study, because there were only two categories (male and female), the chance of random classification was 0.50 (or 50 percent). According to Bajpai (2011) and Dubey et al. (2018), for the results of the discriminating analysis to be considered valid, the accuracy must be at least 25 percent higher than the random chance, which is 75 percent ( $0.50 + 0.25 = 0.75$ ). In comparison, the hit ratio of the sample data was 73 percent, and the cross-validation result was 68.5 percent (see Table 4). These two figures are slightly lower than the 75 percent validity threshold, which is a difference of about 2 percent. However, because the difference is still below the 5 percent tolerance limit, the validity of the discriminatory analysis classification in this study is still acceptable.

The two centroid values (average discriminant scores) of male and female customers are shown in Table 7. The centroid value of men is 0.451, while the value of women is 0.610. A thorough data analysis is needed to understand these findings more deeply. The following section will provide a detailed discussion of the discriminatory function. The discriminant function (function D) in Table 3 explains 100% variance, which means that it is very good at differentiating the satisfaction of male and female customers based on the quality they perceive. Table 4 shows that the variables with the highest correlation are the guarantee of entrepreneurial products and services and company image, with values of more than 0.736 and 0.731, respectively. It means that these two variables are important predictors in assessing perceived quality. According to Parasuraman et al. (1991) and Auka (2013), entrepreneurial companies must keep their promises to customers regarding products or services. Table 6 shows that female customers' satisfaction or pleasure differs significantly from men's, especially in terms of brand image and product durability. It is reflected in the position of the female centroid group in Figure 2. This difference is also seen from the average score in Table 1, which compares the average between men and women. Therefore, entrepreneurs need to understand the difference in satisfaction between men and women in terms of perceived quality from smartphone use to design the right \_marketing strategy for each group.

Table 6. Classification results

	Gender	Predicted Group Membership <sup>b,c</sup>		
		1	2	Total
Original Count	1	89	26	115
	2	26	58	85
%	1	78	22	100
	2	34	66	100
Cross-validated Count	1	83	32	115
	2	30	55	85
%	1	73	27	100
	2	35	66	100

Notes: (a) Cross-validation is done only for those cases in the analysis. In cross-validation, each case is classified by the functions derived from all cases other than that case. (b) 73.0% of original grouped cases correctly classified (c) 68.5% of cross-validated grouped cases correctly classified

Table 7. Function at group Centroids

Gender	Function 1
Male	0.451
Female	-0.610

Note: Unstandardized canonical discriminant functions evaluated at group means



Figure 2. Perceptual map of gender delight

This research seeks to bridge the gap between the concept and practice of entrepreneurial \_marketing, both qualitatively and quantitatively. In today's business world, it is important to understand customers from multiple perspectives. The proposed use of quality predictor variables taken from the entrepreneurial \_marketing dimension to group the level of pleasure between men and women into two categories, proved helpful in designing an aggressive and targeted marketing strategy. Entrepreneurship-based companies, particularly in mobile phones, need to treat male and female customers differently. We will further discuss customer profiles in two categories: male and female.

Differentiating emotional responses, such as pleasure, in each gender group is the right step to make bolder strategic decisions (Juwaheer, 2011; Utami et al. 2021; Bramantyo et al. 2024). Discriminant analysis is used to compile customer profiles in each category. Figure 2 shows a perception map as a graph, which depicts the level of pleasure by gender. This map was compiled using the discriminant coefficients of the predictor variables (Table 6) and the centroid values for men and women (Table 7) to understand each quality predictor's behaviour.

#### Category 1 (Men's Pleasure)

The results of the discriminant function analysis show that several aspects of quality are crucial for male customers. They really like the quality of smartphones, especially in design, style, appearance, and product packaging (Jamal et al. 2012). The average score for these product attributes is the highest, leading to the male pleasure category, as shown in Figure 2. They also tend to pay attention to technical specifications as part of the 'confidence' dimension in entrepreneurial marketing. This dimension is an important factor in quality perception, with the highest correlation value of 0.74 (Table 4) and the highest canonical discriminant function coefficient of 0.79, which helps to differentiate male customers from women. In addition, men highly value the collateral dimension. These findings are in line with research by Lin (2004) in the healthcare sector.

Furthermore, the company's image also shows an important role similar to the collateral dimension (Lopes and Galletta, 2006; Li, 2013). In Figure 2, the direction of the guarantee and corporate image also appears to be in the category of male pleasure. Marketers in the smartphone business need to consciously pay attention to these aspects to maximize the satisfaction of male customers, as product quality is the main path to their satisfaction. In addition, the ease of service also has



a positive contribution with a high coefficient value. It moves toward the company's image and towards a center of male satisfaction (Figure 2). – and post-purchase service is important for durable products such as smartphones, televisions, or washing machines.

#### Category 2 (Women's Pleasure)

Women's pleasure in using smartphones is different from men's. Women focus more on durability and product brand. Figure 2 shows that the direction and value of these two aspects lead to the center of female pleasure. Female consumers in Indonesia tend to want durable smartphones, mainly because they are durable items. This study also found that telecommunication companies' branding and \_marketing strategies can attract women's attention. Promotions, user reviews, and word-of-mouth promotions make it easier for them to remember and recognize products (Kulshreshtha et al. 2017b; Dubey et al. 2018). Therefore, entrepreneurial marketing efforts need to be directed to meet two types of needs: "Must have" needs (basic needs). The need for "delighters" by developing durable smartphones and increasing brand awareness for business advantage (Kano et al. 1984; Jamal et al. 2012; Xu et al. 2015; Dubey et al. 2016; Kulshreshtha et al. 2017a; Utami et al. 2022).

The information from Figure 2 is then summarized in Table 8 based on the Kano model. The table shows the variables classified into two main categories: "Attractive" needs, such as guarantees, corporate image, durability, and brand image. These factors create high satisfaction for both men and women (Kano et al. 1984; Dubey et al. 2016; Kulshreshtha et al. 2017b; Bramantyo et al. 2024). "Must have" needs: serviceability, reliability, product attributes, perceived price, fit, and performance. These factors are between

male and female pleasure and serve as the minimum expected standard, but if done very well, can create a "wow" effect (Kano et al. 1984; Dubey et al. 2018; Bramantyo et al. 2024).

In this study, discriminant analysis proves effective in grouping male and female pleasures based on qualities derived from the entrepreneurial marketing dimension, which supports the Kano model.

#### Managerial Implications

This study provides valuable insights for entrepreneurs and intrapreneurs in understanding gender-based differences in quality perceptions. Several key implications emerge. First, managers must ensure strategic alignment between organizational values and market expectations, embedding sustainability, innovation, and customer-centric practices into operations and strategic decisions to maintain long-term competitiveness. Second, integrated communication is emphasized, which requires consistency in internal and external messaging to build credibility and strengthen brand positioning. Third, capacity building and employee empowerment are crucial, as equipping staff with digital, financial, and entrepreneurial skills enhances resilience and adaptability. Fourth, managers must embrace data-driven decision-making by systematically analyzing consumer behavior, sustainability trends, and emerging technologies to anticipate market shifts. Finally, organizations should strengthen community and ecosystem engagement, collaborating with local communities, government, and industry partners to create shared value. Managers are encouraged to adopt a proactive, integrated, and systemic approach, balancing profitability with responsibility, innovation with tradition, and short-term gains with long-term resilience.

Table 8. Summary of male delight and female delight

	Male Delight	Female Delight
Attractive	Must Be	Attractive
	Serviceability	Durability
Insurance	Reliability	Branding
Corporate image	Product Attributes	
	Perceived Price	
	Com conformance	
	Performance	

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

This research concludes that perceived service quality significantly impacts customer satisfaction within entrepreneurial marketing. Differences in perception and satisfaction levels between male and female customers indicate that gender is crucial in shaping service experiences and evaluations. The ten dimensions of service quality analyzed succeeded in providing a comprehensive overview of the important elements that affect customer satisfaction of mobile phone users in various major cities in Indonesia. These findings reinforce the importance of gender-based marketing approaches in creating more relevant and effective strategies in an increasingly competitive business competition era.

### Recommendations

Based on the study's findings, it is advised that companies, particularly in the telecommunications industry, adopt a marketing strategy that considers gender differences more effectively. The development of products, services, and communication strategies should be tailored to the needs and preferences of each segment, both men and women. Furthermore, companies should continuously enhance the quality of service perceived by customers by prioritizing the factors that impact satisfaction most. For future research, it is suggested to consider additional variables such as age, education level, or geographic location to develop a more comprehensive understanding of customer behavior and strengthen a data-driven entrepreneurial marketing approach.

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