This study examines how tweens define cool and why cool brands are important to them. Tweens are essentially the segment between childhood and adolescence or the younger end of the teenagers’ age spectrum and this market is deemed important as their consumption power increases with the growing buying power of consumers specifically in Malaysia. Understanding the definition of cool is important to marketers, but a clear definition of the cool concept has been under-theorized in the field of marketing, psychology or even sociology, particularly with a focus on tweens. To close this gap, this study focuses on how tweens perceived the concept of cool, the importance of the cool notion to them and how this is likely to influence their brand choices. Using the qualitative approach based on the interpretive paradigm with an emic focus, a semi structured interview guide was utilised for the face-to-face interview sessions and through in depth narrative analysis, this study theorizes the cool notion from the perspectives of the tweens who were selected specifically from five primary schools and three secondary schools in Kuala Lumpur, Malaysia. The purposive sampling method used expressed the need to select participants who were deemed able to describe and explain their views on the selection of common goods including apparel, telecommunication gadgets and accessories. Out of the eight participants selected, six were Malays, one Chinese and another Indian, and two of them were boys and the remaining six were girls. The analysis of the study reveals that tweens are well aware of what cool means and are capable of spontaneously defining the concept of cool in their own words. Cool is about popular, trendy, high status, fun, unique, and linked to self-identification. These findings are somewhat dissimilar to previous studies on Generation Y who define cool as functional while tweens in this study define cool as popular. This study also finds clear brand preferences for tweens and their ability to influence directly their parents’ spending which offer enduring insights for practitioners and academic researchers alike. Ultimately, this study establishes a framework for the notion of cool that could be of value to both marketers and researchers. This study concludes with an academic and practical discussion of how the cool concept could be theorised and applied whilst staying in touch with the needs and demands of the tweens’ consumers.

Entrepreneurial Orientation (EO) has been defined as the strategic orientation employed by firms that deal with identifying ways and creating a specific set of methods with the help of various styles of making decision, where numerous ways and practices of entrepreneurial aspects can be eventually realized. Hence, this study was conducted based on the phenomenon experienced by a number of manufacturing firms in the State of Sabah, Malaysia within the context of Small and Medium-Sized Enterprises (SMES). The EO, moreover, was deemed as a multidimensional construct encompassing five dimensions (i.e. autonomy, competitive aggressiveness, innovativeness, proactiveness, and risk taking). The manufacturing sector in Sabah vitality contributes to the growth of the economy in Sabah, but the sales growth performance was found to be inconsistent based on the eleventh position in the ranking, especially among SMES involved in the manufacturing sector in Sabah compared to those from the other states in Malaysia; albeit there was more help from the government side, challenges were still faced in improving their sales growth performance. With that, the objectives of this study were to determine the relationship between EO and firm performance (i.e. sales growth), as well as to determine the moderating influence factor of the government’s role in the relationship between EO and firm performance. The method applied in this study had been the quantitative method. In this study, proportionate stratified random sampling, as well as the drop-off and collecting technique was applied. The location of this study involved five divisions (i.e. Kudat Division, West Coast Division, Interior Division, Sandakan Division, and Tawau Division) in the State of Sabah. Meanwhile, the samples consisted of 278 responses among owners and managers of small and medium-sized manufacturing firms. The data analysis was carried out via Statistical Package of Social Science (SPSS) Version 21.0 and Partial Least Squares-Structural Equation Modeling (PLS-SEM) techniques by using the SmartPLS 2.0 M3 software. The results demonstrated that the attributes of EO (i.e. competitive aggressiveness, innovativeness, proactiveness, and risk-taking) displayed statistically significant relationships with firm performance. Nonetheless, an insignificant relationship was discovered between autonomy and firm performance. Furthermore, the factor of government’s role, as the moderator, was proven significant in the relationship between autonomy and performance, but otherwise, insignificant and non-influential in strengthening the relationships between other EO dimensions (i.e. competitive aggressiveness, innovativeness, proactiveness, and risk-taking) and firm performance. In addition, the implementation of the SMEs policies was not very encouraging as there was an insignificant relationship of the government’s role factor, which was supposed to boost EO and firm performance. Other than that, the literature of EO has been expanded through this study via two other principal ways. First, it minimizes the gaps concerning the limited studies regarding how EO affects firm performance. Second, since previous studies pertaining to EO and the performance of firms have mainly concentrated on how the dimensions directly affected firm performance, this study bridges that literature gap by investigating the impact of EO, as well as the manner in which the government’s role factor had an effect on the relationship between EO and firm performance. Hence, this study contributes to the literature, particularly concerning entrepreneurship and strategy research, by investigating the impact of EO on its sales growth performance and by the operationalization of the EO concept.