EXAMINING ENTREPRENEURIAL MARKETING BEHAVIOURS IN SOCIAL ENTERPRISES

Adibah Zainualdin¹, Hanis Syazwani Kamarudin², Arliza Abdullah¹, Mazilena Tajuddin¹

¹Universiti Kuala Lumpur, ²Universiti Tun Abdul Razak, ³Taylors University, ⁴Universiti Kuala Lumpur
adibah@unikl.edu.my

Article History: Received on 15th February 2019, Revised on 24th March 2019, Published on 20th July 2019

Abstract

Purpose of Study: In this paper, the significance and justification for studying entrepreneurship, marketing, innovation and customer orientation (EMICO) in the context of social enterprises in Malaysia is discussed and elaborated.

Methodology: EMICO is an emerging framework developed by Jones and Rowley (2009) to explore the interface between each dimension in the context of small and medium-sized enterprises (SMEs). Past studies are reviewed to describe and explain the dimensions of the EMICO framework. In addition, literature relating to the characteristics of SMEs and entrepreneurs are reviewed to build the basis for studying their direct effects on the ventures’ EMICO.

Results: The paper puts forward propositions to test and validate the relationship between the variables for future empirical research.

Keywords: Entrepreneurship, Entrepreneurial Marketing, Social Entrepreneurship, Social Entrepreneurs

INTRODUCTION

Marketing issues faced by entrepreneurs, particularly small to medium enterprises (SMEs) have been the subject of many previous studies. Most entrepreneurs do not understand marketing, and often underestimate the time and effort needed to complete marketing activities (Hirsch, 1992; Özmaden et al., 2018). Entrepreneurs tend put low priority on marketing as they feel it is more suitable for larger organisations (Jayawarna et al., 2014). They might not use the word ‘marketing’ often, but marketing activities have played a crucial role in every stage of their business lifecycle (Lam and Harker, 2014). However, Hirsch (1992) argued that marketing is important to entrepreneurs to successfully start and grow their ventures. New ventures in particular, must emphasize on marketing to succeed (Bjerke and Hultman, 2002; Hultman and Shaw, 2003; Gruber, 2004). Reijonen and Laukkanen (2010) assert that one of the biggest problems SMEs face is marketing, and yet it is one of the most important and necessary activities for the firms’ survival and growth. A study by Franco et al. (2014) concluded that SMEs do acknowledge the importance of marketing, however they do not follow formal marketing plans practised by large firms due to limited resources. This correlates with previous studies which found that new small firms do not usually prepare formal business or marketing plans (Gibson and Cassar, 2002; Patnaik and Pillai, 2017) and that marketing activities are carried out informally (Blankson and Omar, 2002; Woods and Joyce, 2003). SMEs entrepreneurs carry out marketing activities as simple, pragmatic and intuitively as possible (McCartan-Quinn and Carson, 2003).

Small firm owners often face constraints in running their businesses and carrying out marketing activities. These limitations include poor cash flow, lack of marketing expertise, business size, tactical and strategic customer-related problems (O’Dwyer et al., 2009) having few major clients (Jones and Rowley, 2011; Kolabi et al., 2011) shortness of staff, lack of management knowledge (Fillis, 2002; Jutla et al., 2002). Due to these limited resources, entrepreneurs focus more on short-term survival rather than long-term growth (Jayawarna et al., 2014; Peters and Zelewski, 2018). An earlier study conducted by Reijonen (2010) also found that marketing in SMEs focuses on present needs.

LITERATURE REVIEW

Social Entrepreneurship

Social entrepreneurship has characteristics like those of nonprofits and non-government organisations, and has the elements of entrepreneurship like innovation and risk taking (Ping, 2017). Traditional entrepreneurship and social entrepreneurship have similar characteristics, thus the way to differentiate the two lies in the value of the returns. Although some entrepreneurs do not view profits as the major reason they start their ventures, we can agree that entrepreneurship is a profit seeking activity.

According to Timmons and Spinelli (2009) social entrepreneurs aim to address social and environmental problems by seeking creative and valuable solutions regardless of profit orientation. They are passionate in their social causes and are innovation oriented constantly bring fresh perspectives on existing social issues and create new paradigms (Burt, 2015).

Various scholars and practitioners have debated on which individuals or organizations can be considered as social entrepreneurs. Thus far, there has been no firm consensus on the definition of social entrepreneurship, as so many different fields, disciplines and organization types are associated with social entrepreneurship, ranging from for-profit businesses to hybrid models combining charitable work with business activities, to non-profit charities, voluntary sector organizations and non-governmental organizations.
The social enterprise landscape in Malaysia is still young. There are just over 100 social enterprises currently. Among these are consumer-based associations, publications, social upliftment initiatives, youth engagement programmes, and animal protection and environment care bodies. However, the Malaysian legislation now does not fully support an entity that is a hybrid of non-profit and for-profit organizations which makes it harder for such companies to secure financial support from investors. This has limited the growth of number of social enterprises in Malaysia. Nevertheless, the current growth in the number of social enterprises in Malaysia still warrants a ranking of ninth place in the “Best Countries to be a Social Entrepreneur 2016” survey conducted by Thomson Reuters Foundation teamed with Deutsche Bank, UnLtd and the Global Social Entrepreneurship Network among the world’s 45 biggest economies.

According to the survey, Malaysia ranked 20th in the public understands what social entrepreneurs do and ranked 10th in government policy supports social entrepreneurs. Malaysia did not even rank for it is easy for social entrepreneurs to attract staff with the required skill and ranked 26th for social entrepreneurs can make a living from their work in my country. However, Malaysia ranked 8th for social entrepreneurship is gaining momentum and not ranked for it is easy for social entrepreneurs to access investments. From this survey, we can see that social entrepreneurship is gaining momentum at a healthy rate and government policies are encouraging social enterprises.

Entrepreneurial Marketing

Entrepreneurial marketing is a relatively new concept devised to address the interface between marketing and entrepreneurship. The term was first introduced in 1982 at a conference organised by the International Council for Small Business and American Marketing Association. It gained attention from researchers which culminated in the publication of the Journal of Research in Marketing and Entrepreneurship in 1999 (Ioniţă, 2012). Entrepreneurial marketing (EM) integrates the common concepts shared by the fields of entrepreneurship and marketing, (Carson, 1998; Morris et al., 2002; Fillis and Rentschler, 2005; Webb et al., 2011) which includes an innovative approach to management, a focus on customers and an assumption of risk (Hills and LaForge, 1992). EM has been described as actions adapted from traditional marketing theory to suit the particular needs of SMEs (Beverland and Lockshin, 2004; Becherer et al., 2006). However, EM is not only limited or related to SMEs. Stokes (2000) associated EM with entrepreneurs of entrepreneurial ventures, while Kraus et al. (2010) suggested that EM can be carried out by anyone with an entrepreneurial mind set, regardless of the size or age of their firms. Boonchoo et al. (2013) argued that EM could exist in larger firms as they have the advantage of having access to various resources (financial, human capital etc.) to try out new methods. EM has been considered as an alternative perspective to traditional marketing as it is associated with innovative marketing techniques (Rahim et al., 2015; Puteri, 2018). Moreover, traditional marketing theories are not able to properly explain marketing practiced in SMEs (O’Donnell, 2004; Reijonen, 2010). This is due to SMEs having several characteristics that are different from large firms like size, objectives, management style and marketing (Carson, 1990; McCartan-Quinn and Carson, 2003). As such, Jones and Rowley (2011) suggested that marketing in SMEs should be explained by referring to their activities, behaviours and their approach to customer engagement, innovation and planning.

Entrepreneurial marketing is characterised by the unstructured and haphazard style of marketing often found in SMEs (Hill and Wright, 2000; Morris et al., 2002). Kilenthong et al. (2016) described EM as having six dimensions which are:

- Growth orientation – When conducting marketing activities, entrepreneurial marketers are likely to aim for growth of sales via long-term relationships
- Opportunity orientation – Entrepreneurial marketers often proactively search for and pursue new opportunities regardless of the available resources
- Total customer focus – Entrepreneurial marketers place a high priority for their customers
- Value creation through networks – Networking is an important aspect of EM. Entrepreneurial marketers usually rely on personal networks for information and potential customers. These can include suppliers and competitors too.
- Informal market analysis – As mentioned previously, marketing activities are often conducted informally, where decisions are made intuitively by the entrepreneurial marketers.
- Closeness to the market – As EM places great emphasis on customer relations, most of the decision making process involve interaction with customers via feedback, face-to-face conversation etc.

Entrepreneurial Marketing and SMEs

Various researchers have described that small firms approach marketing differently from large firms (Hill, 2001; Bjerke and Hultman, 2002; Bettiol et al., 2012). Having restricted resources and capabilities prevent SMEs from carrying out marketing activities employed by their larger counterparts (Carson and Gilmore, 2000). Thus SMEs are more likely to engage in EM compared to large firms (Kilenthong et al., 2016) and it has proven to yield effective results (Franco et al., 2014). Due to the small size of SMEs, they are prone to be more flexible in making decisions. Entrepreneurs can improvise, react quickly to changes in the environment, spot and grab viable opportunities and be more innovative (Chen and Hambrick, 1995; Collinson, 2002; McCartan-Quinn and Carson, 2003). The smaller organisation structure of SMEs allows all of their personnel the opportunity to directly interact with their customers (Carson and McCartan-Quinn, 1995).
SMEs often use networking, particularly in making marketing decisions. New ventures in particular, gain customers through the entrepreneurs’ personal network (Gruber, 2004). Network marketing is done via interaction and participation in social, business and commercial activities (Gilmore et al., 2001). SMEs develop their competencies by gathering information, testing ideas and gaining advice from their personal as well as their business networks (Carson and McCartan-Quinn, 1995; Gilmore et al., 2001; Hill, 2001).

Customers are crucial to SMEs as any gain or loss of one can greatly affect the SMEs’ survival (Becherer et al., 2008). SMEs have a variety of methods to engage with customers and promote their products and/or services, most popularly through word-of-mouth (Hogarth-Scott et al., 1996; Gruber, 2004). As mentioned before, SMEs have closer relationships with the customers thus word-of-mouth have become an important method of promotion (Stokes, 2000; Stokes and Lomax, 2002). SMEs that practice EM prioritise their customers by allowing them to be active participants in the firms’ marketing decision process (Kilenthong et al., 2016).

Entrepreneurial Marketing and the Entrepreneur/Founder

Founders and entrepreneurs are often used interchangeably in literature (Begley, 1995; Busenitz and Barney, 1997). The entrepreneur is described as a person who has founded his or her own firm (Begley and Boyd, 1987) started the venture from scratch instead of taking over an existing business (Begley, 1995). Founders are known to be more entrepreneurial than non-founders due to higher qualities they possess like self-efficacy in creating innovation, entrepreneurial competency and commitment, need for achievement, risk-taking propensity and tolerance of ambiguity (Erikson, 2002). Due to volatile changes in the environment, entrepreneurs are known to make decisions based on assumptions. Entrepreneurs control the overall business, and as such, they tend to undertake various business activities and make most management decisions (Franco et al., 2014). Their management style and personality can shape the characteristics of their firms (Reuber and Fischer, 1999; Stokes, 2000; Hills and Hultman, 2011) thus can directly influence their firms’ EM orientation (Becherer et al., 2008; Franco et al., 2014). Stokes (2000) states that EM is based on the actions of the entrepreneurs and this is echoed by Carson and Gilmore (2000) who affirm that the entrepreneurs’ characteristics can strongly influence their firms’ EM activities.

Carson and McCartan-Quinn (1995) found that SMEs are unlikely to have a designated marketing resource. Most of the time, it is the owner or founder of the small firms that act as the “salesman” and thus the ability to market depends solely on the entrepreneur’s traits and approaches to marketing (Jones and Rowley, 2009) and is influenced by his or her decision making process (Franco et al., 2014). In his research on the entrepreneurial marketer, Fillis (2010) calls for more creative ways of understanding entrepreneurial marketing by positing that the entrepreneurial marketer is “an artist who is prepared to deal with factors such as ambiguity and uncertainty, rather than ignore them.” He also described the entrepreneurial marketer as someone who is flexible in problem solving due to occasionally facing severe resource limitations.

Entrepreneurs need to possess a number of capabilities including marketing (Stokes, 2000). This is especially true for SMEs as they often lack marketing specialists and marketing decisions are made by the entrepreneurs themselves (Franco et al., 2014). As such, the choice of marketing approach adopted by SMEs is influenced by the intrinsic characteristics of the entrepreneur (Becherer et al., 2001; Phua and Jones, 2010; Guido et al., 2011).

Morris et al. (2002) suggested that EM characteristics associated with entrepreneurial behaviour such as imagination, vision, cleverness and originality can be applied to marketing activities which is opportunity driven and opportunity seeking in nature. Other authors have also suggested the development of more appropriate marketing practices that capitalises from entrepreneurial strengths (Stokes, 2000; Fillis, 2002).

DEVELOPING A CONCEPTUAL FRAMEWORK AND CONSTRUCTING HYPOTHESES

After reviewing EM and its relevance to SMEs, this paper proposes a conceptual framework to study the relationship between the variables. The focus will be on Malaysian social enterprises and their ventures’ EM orientation.

EMICO

The EMICO framework was devised by Rosalind Jones and Jennifer Rowley to explore EM in SMEs. A variety of research from the field of EM and SMEs were used in the development of this framework. Constructed using EM theory and other scales found in EM literature, the framework’s scales focus on entrepreneurial orientation (EO), market orientation (MO), innovation orientation (IO) and customer orientation (CO). The authors applied this qualitative framework to study on small technology firms, specifically firms that produce educational software. The outcome of their study implied that marketing was considered as extremely important to these firms, but their marketing activities were different compared to those of larger firms. This empirically tested framework confirmed many EM characteristics identified in EM research, which are:

- The founders/owner-managers are the salesperson of the firm, and central to marketing activities
- As founders/owner-managers are the face of the firms, their marketing approach was based on their “personal reputation, trust and credibility”.
● The firms’ marketing methods are customer-focussed – customers take an active role in the development of the software, sometimes as co-creators.
● Marketing decisions were usually based on frequent contacts with networks, and that customers play a vital role by word-of-mouth recommendations.

The framework was tested empirically by Reijonen (2012) and the results indicated that the model was supported. It confirms that EO, MO, IO and CO, serve as determinants of EMO. Therefore this paper proposes that this framework is suitable to study animation technopreneurship since it is rooted in SMEs and technology firms. The table below outlines the EMICO framework in detail.

Table 1 EMICO Research Framework

|Entrepreneurial Orientation (EO)| Dimensions: | Descriptors: |
|---|---|---|
|Research and Development| Level of emphasis on investment in R&D; technological leadership and innovation. |
|Speed to Market| Stance of the firm; competitive, collaborative; follower; leader; defensive. |
|Risk Taking| Calculated risk-taking; preparedness to seize opportunities; preference for both incremental and transformation acts; reliance on intuition and experience. |
|Pro-activeness| Commitment to exploiting opportunities; inherent focus of recognition of opportunities; passion, zeal and commitment. |

|Marketing Orientation (MO)| Dimensions: | Descriptors: |
|---|---|---|
|Exploiting Markets| Vision and strategy are driven by tactical successes; planning or lack of, in short incremental steps; proactively exploiting smaller market niches; flexible; customization approach to market; marketing decisions linked to personal goals and long term performance. |
|Market Intelligence Generation| External intelligence gathering; informal market research generation; gathering marketing intelligence through personal contact networks (PCNs) and web-based networks. |
|Responsiveness towards Competitors| Reactive to competitor’s new products (NPDs); niche marketing strategies; differentiation strategy using product quality; software innovation; quality and responsiveness of software service support; competitive advantage based on understanding of customer needs. |
|Integration of Business Processes| Closely integrated functions, R&D, marketing etc.; sharing of resources; product/venture development is interactive; formal processes; project planning, project management; marketing that permeates all levels and functional areas of the firm. |
|Networks and Relationships| Resource leveraging; capacity for building network and business competence; use of personal contact networks (PCNs); creation of value through relationship/alliances; intra-firm networks; market decision making based on daily contact and networks. |

|Innovation Orientation (IO)| Dimensions: | Descriptors: |
|---|---|---|
|Knowledge Infrastructure| Formalised IT-based knowledge infrastructures; formal and informal policies, procedures, practices and incentives; gathering and disseminating information. |
|Propensity to Innovate| Processes for sustaining and shaping the organisation’s culture to stimulate and sustain creativity and innovation; covering all innovation types- new products, services, process and administration. |

|Customer Orientation (CO)| Dimensions: | Descriptors: |
|---|---|---|
|Responsiveness towards Customers| Responsiveness to customer feedback and behaviour; speedy reaction to shifts in customer preference. |
|Communication with Customers| Strives to lead customers; formal and ‘informal’ feedback gathering mechanisms; ongoing dialogue with customers to build long-term relationships; successful delivery to customers that builds customer confidence, with marketing based on personal reputation, trust and credibility. |
|Understanding and Delivering Customer| Organisation driven by customer satisfaction; understanding of how |
Entrepreneurial Marketing and characteristics of the firm

Entrepreneurial Marketing and firm age

Past studies have found that younger firms behave more entrepreneurially and are likely to practice EM than older firms. Younger firms are often more flexible and creative in making decisions. This allows them to be more innovative in utilising their resources (Kilenthong et al., 2016). Younger firms are more technology-savvy than older firms (Nootbooom et al., 2007) thus they are inclined to innovate more than their older counterparts (Withers et al., 2011). They are not bound by rigid structures and routines, and this enables them to quickly react to changes in the market and spot opportunities to launch new products or services (Naldi and Davidsson, 2013). Their flexibility often means they do not follow a strict marketing plan and are more likely to improvise when finding solutions (Zahra et al., 2006). By promptly adjusting to customers' preferences, they are inclined to be more customer-oriented than older firms. As evidence suggests that firm age has an impact on their EM behaviours, this study puts forward the following proposition:

P1: Younger social enterprises are more inclined to practice EM than older social enterprises

Entrepreneurial Marketing and firm size

As mentioned previously, smaller firms are more likely to engage in EM activities than their larger counterparts. This is due to smaller firms having limited resources- be it financial or manpower to engage in marketing activities practiced by larger firms (Carson and Gilmore, 2000). Smaller firms are more flexible and serve small niche markets. They often conduct informal market planning and usually focus more on local markets. While smaller firms tend to be less market-oriented they are likely to emphasise on networking activities. Networking allows small firms to access resources they lack (Bjerke and Hultman, 2002). Thus this study posits that:

P2: Smaller social enterprises are more inclined to practice EM than larger social enterprises

Entrepreneurial Marketing and firm offerings

In her study, Reijonen (2012) stated that EMO brings more benefits to production firms than service firms. Therefore the study proposes:

P3: Social enterprises that offer products are more inclined to practice EM than those that offer services

Entrepreneurial Marketing and characteristics of the founders

Various researches in the past have concluded that SMEs practice marketing differently compared to larger firms. This is due to constraints like the firms’ limited resources and the entrepreneurs’/founders’ limited capabilities. Marketing activities in SMEs are almost unplanned, unstructured and informal, where the entrepreneurs themselves take up the role of marketers. As such, the firms’ EM activities are heavily influenced by their founders who control all of the decision-making process (Becherer et al., 2008; Franco et al., 2014). In these situations, the firms’ EM orientation will rely on the skills, knowledge and competence of the founders. Becherer et al. (2008) also stated that the founders’ prior experience in business will influence how EM is practiced in their firms. Therefore this study puts forward these propositions:

P4: Social entrepreneurs with education background in business are more inclined to practice EM

P5: Social entrepreneurs with prior business experience are more inclined to practice EM

Figure 1 below illustrates the conceptual framework to visually explain the relationship of each variable and propositions.

CONCLUSION

The aim of the study is to explore the relationship between social enterprises and their inclination to practice EM. While most EM studies explore the comparisons between the size and age of firms, there is limited research done on comparisons between production and service firms. Therefore this paper hopes to address the paucity by adding this variable to the study. As SMEs marketing activities are primarily driven by the founders/entrepreneurs, it will be interesting to see whether social entrepreneurs’ education background and prior business experience influence their inclinations to practice EM. This study adopts the EMICO framework as the dependent variable. The framework is devised by Jones and Rowley (2011) to measure EM activities in firms and has been tested empirically by Reijonen (2012). Finally, a conceptual framework is presented to propose future empirical researches.
Figure 1 Conceptual framework of the relationship between the social enterprises and EM

REFERENCES

Becherer, R., P. Haynes and M. Helms, 2008. An exploratory investigation of entrepreneurial marketing in SMEs: The influence of the owner/operator. Journal of Business and Entrepreneurship, 20(2): 44–63.

Becherer, R.C., D. Halstead and P. Haynes, 2001. Marketing orientation in SMEs: Effects of the internal environment. Journal of Research in Marketing and Entrepreneurship, 3(1): 1–17. Available at: https://doi.org/10.1108/14715200180001474.

Becherer, R.C., P.J. Haynes and L. Fletcher, 2006. Paths to profitability in owner-operated firms: The role of entrepreneurial. Journal of Business and Entrepreneurship, 18(1): 17–31.

Begley, T., 1995. Using founder status, age of firm, and company growth rate as the basis for distinguishing entrepreneurs from managers of smaller businesses. Journal of Business Venturing, 10(3): 249–263.

Begley, T. and D. Boyd, 1987. A comparison of entrepreneurs and managers of small business firms. Journal of Management, 13(1): 99–108.

Bettiol, M., E. Di Maria and V. Finotto, 2012. Marketing in SMEs: The role of entrepreneurial sensemaking. International Entrepreneurship and Management Journal, 8(2): 223–248. Available at: https://doi.org/10.1108/14715201280001743.

Beverland, M. and L.S. Lockshin, 2004. Crafting a competitive advantage: Tempering entrepreneurial action with positioning-based values. Qualitative Market Research: An International Journal, 7(3): 172–182. Available at: https://doi.org/10.1108/1352275041040182.

Bjerke, B. and C.M. Hultman, 2002. Entrepreneurial marketing: The growth of small firms in the new economic era. International Small Business Journal, 22(1): 110-112.

Blankson, C. and O.E. Omar, 2002. Marketing practices of African and Caribbean small businesses in London, UK. Qualitative Market Research: An International Journal, 5(2): 123–134. Available at: https://doi.org/10.1108/13522750210423823.

Boonchoo, P., N. Wadeson and D. Tsang, 2013. The relationship between entrepreneurial marketing and the characteristics of Thai hotels and their managers. Journal of Research in Marketing and Entrepreneurship, 15(1): 61–78. Available at: https://doi.org/10.1080/0268394010305270.

Burt, M., 2015. Social entrepreneurs seeing problems as opportunities. Available from https://www.weforum.org/agenda/2015/12/social-entrepreneurs-seeing-problems-as-opportunities/.

Busenitz, L. and J. Barney, 1997. Differences between entrepreneurs and managers in large organizations: Biases and heuristics in strategic decision-making. Journal of Business Venturing, 12(1): 9–30.

Carson, D., 1990. Some exploratory models for assessing small firms’ marketing performance (A Qualitative Approach). European Journal of Marketing Intelligence & Planning European Journal of Marketing, 24(11): 8–51. Available at: https://doi.org/10.1108/03090569010006056.
Carson, D., 1998. The marketing-entrepreneurship interface: A critique and some pragmatic alternatives for marketing managers. Irish Marketing Review, 11(1): 49–58.

Carson, D. and A. Gilmore. 2000. SME marketing management competencies. International Business Review, 9(3): 363–382. Available at: https://doi.org/10.1016/S0969-5931(00)00006-8.

Carson, D. and D. McCartan-Quinn. 1995. Non-practice of theoretically based marketing in small business—issues arising and their implications. Journal of Marketing Theory and Practice, 3(4): 24–32. Available at: https://doi.org/10.2307/40469772.

Chen, M. and D. Hambrick. 1995. Speed, stealth, and selective attack: how small firms differ from large firms in competitive behavior. Academy of Management Journal, 38(2): 453–482.

Collinson, E.M., 2002. The marketing/entrepreneurship interface. Journal of Marketing Management, 3(4): 337–340.

Erikson, T., 2002. Entrepreneurial capital: The emerging venture’s most important asset and competitive advantage. Journal of Business Venturing, 17(3): 275–290.

Fillis, I., 2002. Small firm marketing theory and practice: Insights from the outside. Journal of Research in Marketing and Entrepreneurship, 4(2): 134–157. Available at: https://doi.org/10.1108/14715200280001469.

Fillis, I., 2010. The art of the entrepreneurial marketer. Journal of Research in Marketing and Entrepreneurship, 12(2): 87–107. Available at: https://doi.org/10.1108/14715201010190576.

Fillis, I. and R. Rentschler. 2005. Using creativity to achieve an entrepreneurial future for arts marketing. International Journal of Nonprofit and Voluntary Sector Marketing, 10(4): 275–287. Available at: https://doi.org/10.1002/nvsm.26.

Franco, M., M.D.F. Santos, I. Ramalho and C. Nunes, 2014. An exploratory study of entrepreneurial marketing in SMEs: The role of the founder-entrepreneur. Journal of Small Business and Enterprise Development, 21(2): 265–283. Available at: https://doi.org/10.1108/JSBED-10-2012-0112.

Gibson, B. and G. Cassar. 2002. Planning behaviour variables in small firms. Journal of Small Business Management, 40(3): 171–187. Available at: https://doi.org/10.1111/1540-627x.00049.

Gilmore, A., D. Carson and K. Grant. 2001. SME marketing in practice. Marketing Intelligence & Planning, 19(1): 6–11. Available at: https://doi.org/10.1108/02634500110363583.

Gruber, M., 2004. Marketing in new ventures: Theory and empirical evidence. Schmalenbach Business Review, 56(April): 164–199.

Guido, G., A. Marcati and A.M. Peluso, 2011. Nature and antecedents of a marketing approach according to Italian SME entrepreneurs: A structural equation modeling approach. International Journal of Entrepreneurial Behaviour & Research, 17(4): 342–360. Available at: https://doi.org/10.1108/13552551111139610.

Hill, J., 2001. A multidimensional study of the key determinants of effective SME marketing activity: Part 2. International Journal of Entrepreneurial Behaviour & Research, 7(6): 211–235. Available at: https://doi.org/10.1108/EUM0000000006538.

Hill, J. and L.T. Wright, 2000. Defining the scope of entrepreneurial marketing: A qualitative approach. Journal of Enterprising Culture, 81(1): 23. Available at: https://doi.org/10.1114/5021849580000036.

Hills, G.E. and C. Hultman, 2011. Research in marketing and entrepreneurship: A retrospective viewpoint. Journal of Research in Marketing and Entrepreneurship, 13(1): 8–17. Available at: https://doi.org/10.1108/14715201111147914.

Hills, G.E. and R.W. LaForge. 1992. Research at the marketing interface to advance entrepreneurship theory, Entrepreneurship Theory and Practice, 16(3): 33–59.

Hisrich, R.D., 1992. The need for marketing in entrepreneurship. Journal of Consumer Marketing, 9(3): 43–47. Available at: https://doi.org/10.1108/07363769210035224.

Hogarth-Scott, S., K. Watson and N. Wilson, 1996. Do small businesses have to practise marketing to survive and grow? Marketing Intelligence & Planning, 14(1): 6–18. Available at: https://doi.org/10.1108/02634509610106197.

Hultman, C.M. and E. Shaw, 2003. The interface between transactional and relational orientation in small service firm’s marketing behaviour: A study of scottish and swedish small firms in the service sector. Journal of Marketing Theory and Practice, 11(1): 36–51. Available at: https://doi.org/10.1080/10696679.2003.11501931.
Ioniţă, D., 2012. Entrepreneurial marketing: A new approach for challenging times. Management & Marketing Challenges for the Knowledge Society, 7(1): 131–150.

Jayawarna, D., O. Jones, W. Lam and S. Phua, 2014. The performance of entrepreneurial ventures. Journal of Small Business and Enterprise Development, 21(4): 565–587. Available at: https://doi.org/10.1108/JSBED-05-2014-0090.

Jones, R. and J. Rowley, 2009. Presentation of a generic “EMICO” framework for research exploration of entrepreneurial marketing in SMEs. Journal of Research in Marketing and Entrepreneurship, 11(1): 5–21. Available at: https://doi.org/10.1108/14715200911014112.

Jones, R. and J. Rowley, 2011. Entrepreneurial marketing in small businesses: A conceptual exploration. International Small Business Journal, 29(1): 25–36. Available at: https://doi.org/10.1177/0266242610369743.

Jones, R., M. Suoranta and J. Rowley, 2013. Entrepreneurial marketing: A comparative study. The Service Industries Journal, 33(7/8): 705–719. Available at: https://doi.org/10.1080/02642069.2013.740470.

Jutla, D., P. Bodorik and J. Dhaliwal, 2002. Supporting the e-business readiness of small and medium-sized enterprises: Approaches and metrics. Internet Research, 12(2): 139–164. Available at: https://doi.org/10.1108/10662240210422512.

Kilenthong, P., C.M. Hultman and G.E. Hills, 2016. Entrepreneurial marketing behaviours: Impact of firm age, firm size and firm’s founder. Journal of Research in Marketing and Entrepreneurship, 18: 127–145. Available at: https://doi.org/10.1108/MRR-09-2015-0216.

Kolabi, A.M., H.K. Hosseini, R. Mehrabi and A. Salamzadeh, 2011. Developing entrepreneurial marketing mix: Case study of entrepreneurial food enterprises in Iran. Journal of Knowledge Management, Economics and Information Technology, 1(5): 75–91.

Kraus, S., R. Harms and M. Fink, 2010. Entrepreneurial marketing: Moving beyond marketing in new ventures. International Journal of Entrepreneurship and Innovation Management, 11(1): 19. Available at: https://doi.org/10.1504/IJEIM.2010.029765.

Lam, W. and M. Harker, 2014. Marketing and entrepreneurship: An integrated view from the entrepreneur’s perspective. International Small Business Journal: 1–29.

McCcartan-Quinn, D. and D. Carson, 2003. Issues which impact upon marketing in the small firm. Small Business Economics, 21(2): 201–213.

Morris, M.H., M. Schindehutte and R. LaForge, 2002. Entrepreneurial marketing: A construct for integrating emerging entrepreneurship and marketing perspectives. Journal of Marketing Theory and Practice, 10(4): 1–19.

Naldi, L. and P. Davidsson, 2013. Entrepreneurial growth: The role of international knowledge acquisition as moderated by firm age. Journal of Business Venturing, 29(3): 687–703.

Nooteboom, B., W.V. Haverbeke, G. Duysters, V. Gilsing and A. Van Den Oord, 2007. Optimal cognitive distance and absorptive capacity. Research Policy, 36(7): 1016-1034.

O’Donnell, A., 2004. The nature of networking in small firms. Qualitative Market Research: An International Journal, 7(3): 206–217. Available at: https://doi.org/10.1108/13522750410540218.

O’Dwyer, M., A. Gilmore and D. Carson, 2009. Innovative marketing in SMEs. Journal of Strategic Marketing, 17(January): 383–396. Available at: https://doi.org/10.1080/09652540903216221.

Özmaden, M., F. Soter and H. Özmaden, 2018. The physical education and sport studies in the framework of social demands-institutional structuring and teacher training the developments before and during Turkey training community alliance period (1922-1936). Asian Journal of Education and Training, 4(3): 170-175.

Patnaik, D. and A. Pillai, 2017. Responsiveness of the Indian tax system: A time series analysis from 1990 to 2010. Economy, 4(1): 1-6.

Peters, M.L. and S. Zelewski, 2018. Some thoughts on operationalizing the concept of sufficiency in efficiency analysis. International Journal of Management and Sustainability, 7(1): 63-71.

Phua, S. and O. Jones, 2010. Marketing in new business ventures: Examining the myth of informality. International Journal of Entrepreneurship and Innovation Management, 11(1): 35–55.

Ping, G., 2017. Revisiting the causal nexus between defense expenditure and economic growth: a Time series analysis for Saudi Arabia. Asian Journal of Economic Modelling, 5(1): 35-43.
Puteri, L.H., 2018. The apperception approach for stimulating student learning motivation. International Journal of Education, Training and Learning, 2(1): 7-12.

Rahim, A., A. Wahab and A. Saad, 2015. The shift from traditional marketing to entrepreneurial marketing practices: A literature review. Business and Management Studies, 1(2): 134–139. Available at: https://doi.org/10.18510/bms.v1i2.993.

Reijonen, H., 2010. Do all SMEs practise same kind of marketing? Journal of Small Business and Enterprise Development, 17(2): 279–293. Available at: https://doi.org/10.1108/14626001011041274.

Reijonen, H., 2012. Entrepreneurial marketing orientation (EMO): An empirical test. European Marketing Academy.

Reijonen, H. and T. Laukkanen, 2010. Customer relationship oriented marketing practices in SMEs. Marketing Intelligence & Planning, 28(2): 115–136. Available at: https://doi.org/10.1108/02634501011029646.

Reuber, A. and E. Fischer, 1999. Understanding the consequences of founders’ experience. Journal of Small Business Management, 37(2): 30–45.

Stokes, D., 2000. Putting entrepreneurship into marketing: The processes of entrepreneurial marketing. Journal of Research in Marketing and Entrepreneurship, 2(1): 1–16. Available at: https://doi.org/10.1108/14715200080001536.

Stokes, D. and W. Lomax, 2002. Taking control of word of mouth marketing: The case of an entrepreneurial hotelier. Journal of Small Business and Enterprise Development, 9(4): 349–357. Available at: https://doi.org/10.1108/14626000210450531.

Timmons, J.A. and S. Spinelli, 2009. New venture creation: Entrepreneurship for the 21st century. 8th Edn., New York: McGraw-Hill.

Webb, J.W., R.D. Ireland, M.A. Hitt, G.M. Kistruck and L. Tihanyi, 2011. Where is the opportunity without the customer? An integration of marketing activities, the entrepreneurship process, and institutional theory. Journal of the Academy of Marketing Science, 39(4): 537–554. Available at: https://doi.org/10.1007/s11747-010-0237-y.

Withers, M.C., P.L. Drnevich and L. Marino, 2011. Doing more with less: The disordinal implications of firm age for leveraging capabilities for innovation activity. Journal of Small Business Management, 49(4): 515-536.

Woods, A. and P. Joyce, 2003. Owner-managers and the practice of strategic management. International Small Business Journal, 21(2): 181–195.

Zahra, S.A., H.J. Sapienza and P. Davidsson, 2006. Entrepreneurship and dynamic capabilities: A review, model and research agenda. Journal of Management Studies, 43(4): 917-955.